

Walter L. Burt

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Formal Education

Ph.D.	1975	The University of Michigan, Ann Arbor, MI Major: Educational Administration
M.A.	1972	Eastern Michigan University, Ypsilanti, MI Major: Educational Administration
B.S.	1967	Alcorn State University, Lorman, MS Major: Biology

Higher Education Work Experience

August 2004 – present Associate Professor in the Department of Educational Leadership, Research & Technology (ELRT), College of Education and Human Development (CoEHD), Western Michigan University, Kalamazoo, MI 49008.

- Taught graduate-level courses in the ELRT Department (Supervision, School Law, Introduction to Statistics, The Principalship, Educational Leadership, Systems Thinking and The Superintendency. Of the courses taught, over 52% of these courses were taught off-campus. This effort helped to support the University's effort to expand its program offerings throughout the State of Michigan.
- Currently serve as doctoral advisor/dissertation chair for 25 students. As of this date, I have served as chair on 6 doctoral dissertations and as 2nd reader for 3 doctoral dissertations, served on 2 education specialist theses, and as a member on 5 additional doctoral dissertations.
- Since coming to WMU, authored, or co-authored, 5 peer-reviewed articles, 5 technical reports, 3 non-peer-reviewed articles, and 1 non-peer-reviewed paperback book.
- Presented at nine national conferences (peer-reviewed) and invited to present at ten national and state educational conferences.
- Served as a co-principal investigator for the GEAR-UP Program and research associate for the Wallace Project.
- Served on one of six Leadership Issue Groups (LIGs) that brought together representatives from states and districts and key professional organizations to

- address critical issues that have emerged as major challenges for improving educational leadership.
- Served on two University-Level Committees (Distinguished Service Award and Academic Integrity), one College-Level Committee (Diversity Committee), and three unit-level committees (Core Comprehensive Exam Committee, Curriculum Committee, and Doctoral Admission Committee).
 - Served as a faculty member in the MI-Life Project on Data Informed Decision-Making. The content for this class was developed out of the work with the Wallace project and is currently part of the State endorsement programs for Michigan school administrators.
 - Served as a faculty member to the Michigan Association of School Administrators' Courageous Journey program for endorsing school superintendents.
 - Served as a reader for the Sage Publishing Company and the Journal of the Alliance of Black School Educators (JABSE).
 - Served as a member of the Principals' Leadership Network (PLN), sponsored by the Education Alliance at Brown University, and the National Association of Elementary School Principals, to develop a plan for expanding this network to school districts in the Midwest.
 - Since coming to WMU, received a \$35,000 grant from the Comprehensive Center, Region VI, The University of Wisconsin, on behalf of the Michigan Association of African-American Superintendents (MAAAS), to fund workshops for principals and teacher leaders on the use of data to improve instructional decision-making.
 - Recipient of the 2008 College of Education Strengthening Community Connections Award.

1974 - 1998

- Served as an adjunct professor in the Department of Educational Leadership at WMU. Taught courses in Supervision, The Principalship, Educational Leadership, Personnel Management, School Law, and Introduction to Educational Research. In addition, served on doctoral dissertation committees in the Departments of Educational Leadership and Counseling and Student Services (1988 – 1998).
- Served as a lecturer in the Graduate Management Program at Aquinas College. Taught the course Research Methods, Design and Analysis (1988 – 1990).
- Served as a lecturer in the Department of Education at Grand Valley State College. Taught courses in Urban Education, Educational Research and Evaluation, and Tests and Measurement (1979 – 1980).
- Taught courses in Fundamental Research Skills and Introduction to Statistics in Wayne State University's external doctoral program (1980-1981).
- Served as a Teaching Fellow and Supervisor of Student Teachers at The University of Michigan (1974 – 1975).

K – 12 Professional Work Experience

Project Manger, The Stupski Foundation, Mill Valley, CA. In this capacity, was responsible for facilitating district-wide systems change through collaboration and shared commitment to reform the New Haven (Connecticut) and Paterson (New Jersey) public school districts (2003 – 2004).

Superintendent, The School District of the City of Pontiac, Pontiac, MI

In this regards, as CEO, I was responsible for providing leadership to a school district that had 12,500 students and an annual operating budget of \$120,000,000 (1999 – 2003).

- Implemented cost-saving measures that resulted in a strong alignment between revenues and expenditures. This effort lead to an 11.7 percent end-of-year fund balance for the 2002 – 2003 school year.
- Implemented a modified site-based decision-making model for enhancing school improvement efforts.
- Developed an organizational hierarchy that improved instructional accountability.
- Utilized the Malcolm Baldrige planning process model for the purpose of enhancing organizational efficiency and improving student achievement.
- Increased partnerships with businesses, colleges and universities, intermediate school district, social and civic organizations.

Assistant Superintendent for Quality Instruction, Research & Technology, Beecher Community School District, Flint, MI (1996 – 1999). Provided instructional leadership to a school district that enrolled 3,000 students in the areas of curriculum development, instruction, assessment and technology.

- Developed a curriculum that was aligned to the Michigan Curriculum Frameworks and Benchmarks.
- Developed a State-approved technology plan.
- Co-authored a State grant that provided training to teachers in Genesee County on how to integrate technology in the curriculum.

Executive Director of Planning, Evaluation and Student Services, Gary Community School Corporation, Gary, IN (1992 – 1996). Provided district-wide leadership in the areas of research, program evaluation, student services, health education and counseling to an urban school district that enrolled more than 25,000 students.

- Developed a hybrid CIPP-model for conducting research and program evaluation studies.
- Supervised the evaluation of district programs that led to improved student achievement, accountability and program effectiveness.
- Improved the management and operation of the Department of Student and Guidance Counseling services.

Supervisor, Director and Assistant Superintendent in the Grand Rapids Public Schools, Grand Rapids, MI (1976 – 1992). Provided district-wide leadership in the development of a model for conducting research and program evaluation studies, secured grants, provided leadership in the development of programs to meet the needs of a diverse

student population, and provided leadership in staffing, recruitment efforts, collective negotiations and human resources development for a district that enrolled over 28,000 students.

- Provided leadership in the implementation of a court-ordered desegregation decree.
- Provided leadership in contract negotiations for professional, support and non-professional staffs.
- Provided leadership in the development of a Administrative Leadership Academy that was responsible for increasing the number of employees in principalship and central office positions.

Assistant Principal, Albion Public Schools, Albion, MI (1972 – 1974).

Responsible for student discipline, teacher evaluations, staff development and extra-curricular activities.

Teacher, Reeths-Puffer Public Schools, Muskegon, MI (1968 – 1971). Taught biology, science and mathematics.

Teacher, Muskegon Catholic Diocese, Muskegon, MI (1967 - 1968). Taught science and mathematics.

Published Articles

(Peer-Reviewed)

Burt, W. L. & McCrumb, D. (2011). Tenure of African American superintendents: A forty-year recapitulation of the Michigan experience. *JABSE*. 9 (1), 36-53.

Shen, J., Cooley, V., Ma, X., Reeves, P., Burt, W., Rainey, M., & Yuan, W. (in press). Data-informed decision-making on high-impact strategies: Developing and validating an instrument for principals. *Journal of Experimental Education*.

Shen, J., Cooley, V., Reeves, P., Burt, W., Ryan, L., Rainey, J. M., & Yuan, W. (2010). Using data for decision-making: perspectives from 16 principals in Michigan, USA. *International Review of Education*, 56-435-456.

Burt, W.L., Cooley, V., Shen, J., Yuan, W., and Reeves, P. (2008). Michigan public school principals' perception regarding the importance and actual use of instructional data: An ex post facto study. *JABSE*, 7(1), 75-86.

Reeves, P. & Burt, W. (2006). *Challenges* in data-based decision-making: Voices from principals. *Educational Horizons*, 85 (1), 65-71.

(Technical Reports)

Shen, J., Cooley, V., Ma, X., Reeves, P., Burt, W., Rainey, M., & Yuan, W. (2008). *Data-informed decision-making on high-impact strategies: Developing and validating an instrument for principals*. Kalamazoo, MI: Michigan Coalition of

Educational Leadership.

Burt, W.L., Cooley, V.E. (2007). *An evaluation of the middle school programs in the saginaw public schools*. Unpublished Monograph. 193 pages.

Burt, W., (1981). Desegregation efforts in the grand rapids public schools from 1954 – 1979. In C.D. Moody and C. B. Vergon (eds.), *A comprehensive study of the desegregation process in selected northern communities*. The University of Michigan: Program for Educational Opportunity. Copyright 1981.

Burt, W. (1977). Employment discrimination in education: The need for affirmative action. In C. D. Moody and C. B. Vergon (eds.). *Overcoming segregation and discrimination – recent legal and educational developments*. Program for Educational Opportunity, The University of Michigan, pp. 95-103.

Burt, W.L. (1998). *An evaluation of the gary accord program in the gary community school corporation*. Unpublished Monograph. 91 pages.

(Invited, Non-Peer-Reviewed)

(Book)

Rush, R., & Burt, W. (2012). *Learning Organization Principles: The Impact on a Midwest Government as perceived by its Employees*. Lambert Academic Publishing. Saarbrucken, Germany: Lambert Academic Publishing.

(Articles)

Cooley, V. & Burt, W. (2009). A new definition for pds: Taking the university to the schools. *National Association of Professional Development Schools*. 5(1), 14-15.

Burt, W.L. (2006). Leadership for the 21st century: Promising opportunities in exceedingly challenging times. *Michigan Association of School Administrators (MASA)*. 2(6).

Jackson, T., Burt, W., Konecki, L., (1990). Urban minority teacher preparation program debuts. *Michigan Association of School Board Journal*. March 1990, pp. 19-22.

Presentations

(Peer-reviewed)

Burt, W. & Cooley, V. (2010). *Effective resource utilization: merging PDS function with school professional development*. Presentation made at the 2010 Professional Development Schools National Conference, March 11-14, 2010 in Orlando, FL.

Cooley, V., Burt, W. & Rainey, M. (2009). *A new definition of professional development schools: Taking the university to the school*. Presentation made at the 2009

Professional Development Schools National Conference, March 12-15, 2009 in Daytona Beach, Florida.

- Shen, J., Cooley, V., Burt, W., Reeves, P., Ryan, L., Rainey, J. M., & Yuan, W. (2008). *Using data for decision-making: perspectives from 16 principals. Presentation Made at American Educational Research Association 2008 Annual Meeting, New York: N.Y.*
- Burt, W. L. & Cooley, V. E. (2008). *The impact of a statewide systemic reform initiative to improve the public school principal's capacity to improve student achievement. Research roundtable presentation made at the 36th Annual Conference of the National Alliance of Black School Educators in Atlanta, Georgia. November 18 – 23, 2008.*
- Burt, W. L. & Cooley, V. E. (2007). *The utilization of data to inform instructional decision-making: Voices from 16 urban school principals. 35th Annual National Alliance of Black School Educators Conference, Gaylord Opryland Resort & Conference Center, Nashville, TN, November 13-18, 2007.*
- Cooley, V.E., Burt, W.L., Reeves, P., Rainey, J.M., Shen, J. (2007). *NCPEA's Conference within a Conference. Barriers and opportunities in data-driven leadership: An update of the Michigan wallace initiative. National Association of Secondary School Principals' 18th Annual Conference. Las Vegas, NV. February 2007.*
- Cooley, V.E., Shen, J., Burt, W., Reeves, P., Whale, D., & Banks, S. (2006). *Strengthening student achievement seriously! AASA National Conference, February 2006 in San Diego, California.*
- Kretovics, J., Cooley, V., Burt, W., & Davis, R. (2006). *The 21st century role of the PDS in restructuring and reform: An examination of MERC. Professional Development Schools National Conference, March 2006.*
- Burt, W. *The Superintendent: Champion or charlatan of literacy efforts. (2006). 16th Annual Leadership Conference for Minority Administrators & 5th Annual Southern Regional Minority Leadership Conference, Grand Casino Convention Center, Tunica, Mississippi. April 2006.*
- Oakley, B.A., Lawrence, D., Burt, W.L., Boxley, B., & Kobus, C.J. (2003). *Using the kumon method to revitalize mathematics in an inner-urban school district. Proceeding of the 2003 American Society for Engineering Education Annual Conference & Exposition.*
- (Invited, Non-peer-reviewed)
- Burt, W., Rainey, J. M., Holden, O., Witherspoon, G., Locke, C. (2010). *A systemwide approach to using data to improve student achievement. Presentation made at the 70th Annual National School Board Association (NSBA) Conference in*

Chicago, IL, April 10 – 12, 2010.

Gunnings-Moton, S., Burt, W. & Rainey, J. M. (2009). *Data-informed decision-making: Utilizing essential data tools for continuous school improvement. Presentation made at MASB annual fall conference in Lansing, MI. October 2009.*

Burt, W. & Rainey, J. M. (2009). *Board policy to classroom practice: Data informed decision making. Presentation made at the Oregon School Boards Association (OSBA) summer board conference in Wilsonville, OR. July 2009.*

Rainey, J. M. & Burt, W. (2008). *Board policy to classroom practice: Data-informed decision-making. Presentation made at the MASB annual fall conference in Traverse City, MI, October 11, 2008.*

Shen, J., Cooley, V., Reeves, P., Burt, W., Rainey, M., Marx, G., Berry, J. (2007). *Data-informed decision-making: Two useful tools. Presented at the Michigan school improvement conference in Lansing, MI. November 2007.*

Burt, W.L., Cooley, V.E., Rainey, J.M., reeves, P., & Shen, J. (2006). *Data-informed decision-making at the school level: What boards of education need to know. Presentation made at the Michigan Association of School Boards Annual Leadership Conference in Detroit, MI. November, 2006.*

Cooley, V.E., & Burt, W.L. (2006). *Leadership decisions and the right data. The Wallace Foundation's Leadership for Learning Grantee Meeting. St.Louis, MO. October 2006.*

Burt, W.L., Cooley, V.E., Rainey, J.M., Reeves, P., & Shen, J. (2006). *Supporting data-based decision making at the school level: What boards of education need to know. The Michigan Association of School Boards 2006 Annual Fall Leadership Conference. Detroit, MI. November 2006.*

Burt, W. (2006) *Literacy for Legacy: Promises or Illusions? Luncheon Keynote Speaker, Jackson State University, College of Education and Human Development, Department of Elementary & Early Childhood Education Literacy Conference in Jackson, MS. April 2006.*

Burt, W. *The Role of Key Stakeholders in Literacy Efforts. Jackson State University, College of Education and Human Development, Department of Elementary & Early Childhood Education Literacy Conference 2006. Jackson, MS. April 2006.*

Awards

Strengthening Community Connection Awards. College of Education, Western Michigan University. (The Pillar, April 2008).

Inclusion in Who's Who in Education Edition (2005).

Fellow in the Broad Center for Urban Superintendents' Academy for the Management of Urban School Systems. (Inaugural Cohort, 2002.).

Urban Health Initiative (UHI) Fellow, 2000 – 2002. Selected by UHI, a program funded by the Robert Wood Johnson Foundation, to promote and assess public policy and children issue campaigns in Baltimore, Maryland; Detroit, Michigan; Oakland, California; Philadelphia, Pennsylvania and Richmond, Virginia.

National Student Dissertation Grant, 1975.

Horace H. Rackham School of Graduate Studies' Minority Fellowship, The University of Michigan, 1973 – 1975.

Mott Foundation Fellow, The National Center for Community Education, 1972-73.

Civic and Professional Organizations

American Association of School Administrators (AASA)
American Educational Research Association (AERA)
Benevolent and Protective Order of Elks
Michigan Association of African-American Superintendents (MAAAS)
Michigan Association of School Administrators (MASA)
National Alliance of Black School Educators (NABSE), Life Member
Omega Psi Phi Fraternity, Life Member
Phi Delta Kappa (PDK)

University Grant Related Work

College of Education WMU – GEAR-UP

- Served as co-principal director of Gear-Up Program. The work conducted was specifically geared to enhance the leadership skills of Bangor Superintendent and Milwood middle and high school principals on successfully implementing school reform initiatives. (2004 – 2008)

College of Education (WMU) – Wallace Foundation Grant

- Worked with project team to ensure the successful involvement and participation of principals in targeted schools, as well as developed a model for assisting principals on how to utilize data to improve instructional decision-making. In addition to this, worked with a Leadership Issue Group (LIG) that involved key decision-makers from state departments, universities, foundations, and school district from the states of Michigan, New Mexico, Ohio, Georgia, Kentucky, and Massachusetts. The work of the LIG focused on issues related to helping leaders at all levels of the system (school, district and state) access useful and timely data, give meaning to the data, and take appropriate action based on the data to better align resources, improve the quality of teaching and dramatically increase student achievement. As a consequence of this work, we developed an instrument that was administered to key decision-makers in the aforementioned states concerning

data use. This instrument led to a publication in the Journal of Experimental Education (2004 – 2010).

Michigan Association of School Administrators (MASA) – Champions for Teaching and Learning Project

- Worked with project in developing an on-line professional learning experience designed to help school districts meet the challenges of NCLB, AYP, and Education YES! (2004-2005)

The Comprehensive Center, Region VI, The University of Wisconsin – Madison

- Submitted and was awarded a grant in the amount of \$35,000 on behalf of the Michigan Association of African-American Superintendents (MAAAS). The purpose of this grant was to train urban school principals and teacher-leaders in the use of data to improve instructional decision-making. (2006)

Selected Grant Awards to Public School Districts

Michigan Department of Education

- Working in concert with school personnel in Genessee County, developed and subsequently received a grant from the Michigan Department of Education to support the utilization of technology to improve instruction for teachers in the County. Amount of award: \$550,000. (1997)

United States Department of Education

- Working in concert with school personnel, developed and received a three-year grant from USDOE to fund a comprehensive alternative education program in the Grand Rapids Public Schools (Grand Rapids Job Corps Center). Amount of award: \$30,000,000. (1986)

United States Department of Education

- Working in concert with school personnel, developed and received a three-year grant from USDOE to support the Grand Rapids Public Schools' court-ordered school desegregation plan. Amount of award: \$6,500,000. (1982 - 1985)

United States Department of Education

- Wrote a three-year grant on behalf of the Benton Harbor Area Schools to support their court-ordered school desegregation plan. Amount of award: \$3,750,000. (1981)

College and University Committee Service

University-wide Committees

- Distinguished Service Award Committee (2004-05)
- Academic Integrity Committee (2007-08)
- College of Education Diversity Committee (2009 – present)
- Student Appeal Committee (2010 – present)
- Associate Dean Search Committee (Fall, 2011)

Educational Leadership Unit Committees

- Core Comprehensive Exam Committee (2004 – 05, 2009 - 2010)
- Doctoral Admission Committee (2006-08)
- Curriculum Committee (2006-08)

University Teaching at Western Michigan University

EDLD 6800: The Superintendency. 1) Summer I, 2008 in Saginaw, Michigan; and 2) Summer II, 2008 at Grand Rapids Beltline Campus.

EDLD 6060: Advanced Systems Thinking. 1) Fall 2005 in Marquette, Michigan; 2) Fall 2005 on Main Campus; 3) Summer I, 2006 in Grand Rapids, Michigan; 4) Fall 2006 in Grand Rapids, Michigan; 5) Fall 2006 on Main Campus; 6) Summer II, 2007 on Main Campus, 7) Spring 2007 in Muskegon, Michigan; 8) Fall 2007 on Main Campus; 8) Summer I, 2008 in Grand Rapids, Michigan; 9) Fall 2009 on Main Campus; and 10) Spring 2010 in Grand Rapids, MI.

EDLD 6300: Data-Informed Decision-Making. Spring 2009 in Benton Harbor, Michigan; 2) Summer I, 2009 in Muskegon, Michigan; 3) Summer II, 2009 on Main Campus; 4) Fall 2009 on Main Campus; 5) Spring 2010 in Benton Harbor, MI; 6) Summer 1, 2010 in Muskegon, MI; and Summer II in Muskegon, MI.

EDLD 6450: Elementary Statistics. 1) Fall 2004 in Oak Park, Michigan.

EDLD 6670: The Principalship. 1) Spring 2006 in Muskegon, Michigan.

EDLD 6730: Supervision. 1) Summer I, 2006 on Main Campus; and 2) Spring 2006 in Grand Rapids, Michigan.

EDLD 661: School Law. 1) Spring 2005 on Main Campus.

Dissertation

Burt, W. (1975). *The Impact of the 1964 Civil Rights Act –Title VI and Title VII- on Employment of Black Administrators in Michigan School Districts from 1964 to 1974.* Ann Arbor, MI: The University of Michigan.

References

Available upon request.