

Suzanne E. Estler
Associate Professor
Higher Educational Leadership

Educational Background

Stanford University PhD. Educational Administration and Policy Analysis,
with emphasis on organizational studies and higher education. Minor: History.
Dissertation: *Rationality, values and politics: Systematic analysis and the management
of sexual equity in the university.*

Ohio University M.A. Human Relations (Student Personnel focus),
Thesis: *A Critical Incident Study of Learning at Ohio University*

Douglass College of Rutgers University B.A., History/Political Science.

Professional Experience

1997-present University of Maine, Associate Professor of Education, College of
Education and Human Development

1986-1997 University of Maine, Director of Equal Opportunity and
Associate Professor of Education.

1984-86 University of Maine, College of Education, Associate Professor of
Education.

1978-1984 University of Washington, College of Education, Assistant
Professor of Policy, Governance and Administration (Initially
appointed in Higher Education, later reorganized into PGA), Adjunct
Assistant Professor of Women Studies.

1976-77 Claremont Graduate School, Visiting Instructor of Higher
Education.

1975-78 Stanford University; Research Assistant; Affirmative Action,
President/Provost's Offices, and Stanford University Medical
School.

1969-74 State University of New York at Binghamton. Assistant to Acting
Vice President for Student Services (Summer 1974); Coordinator of
Student Services and Assistant to the Master, College-in-the-Woods
(1971-73); Director of Residences and Assistant to the Master,
Dickinson College (1970-71); Assistant Director of Residences,
Dickinson College (1969-70).

1967-69 Ohio University, Resident Director and Assistant to the Director of the East Green (1968-69); Resident Director (1967-68); Assistant Resident Director (1966-67).

Courses Taught

HED608 Issues in Student Development in Higher Education
HED690 Internship in Higher Education
EDU590 Research in Girls and Women's Development
EDS 676 Doctoral Seminar in Educational Administration I and II, (now HED676, HED677)
HED 580 History of Higher Education in the United States
HED 630 Higher Education and the Law
EAD 651 Organizational Behavior in Education
EAD 550 Theories of Administration
EAD 652 Policy Formulation and Analysis in Education
HED 620 Seminar in Higher Education in the US
EAD 653 Dynamics of Change in Educational Organizations

Scholarship:

Work in progress:

Estler, S.E., Allan, E.J., Donaldson, G.A. Jr.; Hoff, D.L, and Yoder, N.; *Symposium: Difference, Disadvantage, Privilege and Us: Grassroots Educational Leadership Faculty Development for More Inclusive Schools*. Symposium accepted for presentation at the AERA Annual Conference. Chicago, Ill. April 2003.

Estler, S.E. *Herding cats: The challenge of faculty time and attention*. Commentary paper for one segment of AERA Symposium: Estler, S.E., Allan, E.J., Donaldson, G.A. Jr.; Hoff, D.L, and Yoder, N.; Symposium: Difference, Disadvantage, Privilege and Us: Grassroots Educational Leadership Faculty Development for More Inclusive Schools. Symposium accepted for presentation at the AERA Annual Conference. Chicago, Ill. April 2003.

Estler, S.E. & Harris, W.J. *Choice, resistance and change in higher education: Programmatic innovation in an organized anarchy*, with Walter J. Harris under revision for submission to *Review of higher education: The Journal of the Association for the Study of Higher Education*.

Estler, S.E. *The Elephant in the Living Room: Intercollegiate Athletics and Institutional Organization, Culture and Leadership*, manuscript in progress for Association for the Study of Higher Education/ERIC Monograph Series published by Jossey-Bass Publishers.

Allan, E.J. & Estler, S. E. Diversity, privilege and us: Collaborative curriculum transformation among educational leadership faculty. Article under revision for submission to *Innovative Higher Education*

Published:

Articles

Estler, S.E. (2003). College athletics: NCAA rules and regulations,. Guthrie, J.W.Ed.. *Encyclopedia of education, 2nd Edition*. New York: Macmillan Reference. Vol. I, pp. 368-373.

Estler, S.E. (2003). Designing student development curriculum as though technology matters. *Student Affairs Online: The online magazine about technology and student affairs*. 4 (1)

Miner, A.S. & Estler, S.E. (1985); Accrual mobility: Job mobility in higher education through responsibility accrual. (March/April) *Journal of Higher Education* 1885

Gender, culture, and architectural values. (Fall 1983). *CRIT* (A Journal of the American Institute of Architects), with Labelle Prussin, David Ryckman and Robert Sasanoff.

Evolving jobs as a form of career mobility: Some policy implications. (Winter 1981). *Public Personnel Management* (Journal of International Personnel Management

Women of the fifties: Their past sexual experiences and current sexual attitudes in the context of mother/daughter relationships, (1981) with Wenda Brewster and Marilyn Yalom. *Sex Roles*, 7 (9), 877-887.

Women as leaders in public education. (1975: Winter). *SIGNS: Journal of Women in Culture and Society*, 1 (2).

A critical incident of learning at Ohio University. (1969: October) *Student Housing Research*, Association of College and University Housing Officers.

Chapters

Estler, Suzanne E. (1988). Decision making, in Norman J. Boyan (Ed.), *Handbook of Research in Educational Administration*. White Plains, NY: Longman.

Conference Proceedings

Women in Decision Making. (1977). *Women's Leadership and Authority in the Health Professions*. Proceedings of a conference at the University of California-Santa Cruz. Washington, D.C.: DHEW/Program for Women in Health Sciences, pp.196-217.

Miscellaneous Publications

On nondiscrimination and 'special rights'. (1995: October 30). *Maine Perspective*, University of Maine, Orono, Maine.

Facing the challenge of workplace hostility: Toward of community of civility and respect (with Polly Karris). (1994: April 29). *Maine Perspectives*, University of Maine, Orono, Maine.

Responding to sexual harassment in the post-Thomas hearings era. (1991: October 25) *Maine Perspectives*, University of Maine, Orono, ME .

Serendipity and career mobility. *ADVANCE*, Maine's Newsletter for Women in Higher Education, American Council on Education/National Identification Program, IV (2), October 1991.

Reflections on the Northwest Women's Heritage Conference. (July/August 1982) *Northwest Women's Report*, 1 (4).

Technical Report

Report of the University of Maine Provost's Commission on Graduate Education. (2002). (As a member of a faculty and administrative taskforce.)

Report of the Joint Gender Equity Committee, Associated Faculties of the University of Maine System and the University of Maine System. (October 2000). Bangor, ME: University of Maine System (as a member of the committee that worked intensively for two years)

Estler, S.E. & Tyler, S.J. (1997, June). *Realizing the Dream: Gender Equity in Athletics at the University of Maine June 1997 Status Report*. Orono, Maine: University of Maine. June 17, 1997.

Estler, S. E. (May 1995). *Realizing the Dream: A Proposal for Achieving Gender Equity in Athletics at the University of Maine*. Orono, Maine: University of Maine.

Andrews, R., Estler, S.E., & Thompson, M. (1984). *Lake Washington School District Special Services Study Report*, July 1984.

Estler, Suzanne E. (July 1982). *Evolving Jobs and Nonteaching Professional Staff in Universities: An Alternative Perspective on Career Mobility Processes*. Report to the National Institute of Education, Grant #NIE-6-80-0166.

Women in Engineering: An Exploratory Study of Enrollment Factors in the Seventies. (1980) Report to National Institute of Education, with John G. Corbett, William Johnston, Mary D. Ott, Harry Robinson and G. Roger Sell, Boulder, CO: National Center for Higher Education Management Systems.

Estler, S.E. & Miner, A. (1978). *An Exploratory Study of Exempt Career Mobility Patterns at Stanford University*. (January 1978). with Anne S. Miner, Palo Alto, CA: Stanford University Affirmative Action Office,.

Estler, S.E. (June 1974). The Origins and Development of California Higher Education. Chapter 2 in Levin, H.E. et. al. *Financing Higher Education in California*, a report for the Sloan Foundation. Palo Alto, CA: Stanford University School of Education, June 1974.

Professional Papers Presented

Estler, S.E., Allan, E.J., Donaldson, G.A. Jr.; Hoff, D.L, and Yoder, N.; Symposium: Difference, Disadvantage, Privilege and Us: Grassroots Educational Leadership Faculty Development for More Inclusive Schools

Allan, E.J. & Estler, S.E. (April 2002). *Difference disadvantage, privilege and us: Examining meanings of diversity among educational leadership faculty*. New Orleans, LA: AERA Annual Meeting.

Estler, S.E. & Harris, W.H. (1998). *The Homogenizing Effect of Academic Governance: A Case Study in the Creation of a Field-Sensitive Doctoral Concentration in Higher Education*, (with Walter Harris), ASHE Annual Meeting, Miami, FL, November 1998. (ERIC document ED 427 574, HE 031 765)

Gender Differences in Actual and Preferred Time Allocation Between Female and Male Principals and Superintendents in Maine, AERA Annual Meeting, New Orleans, LA, 1988.

Gender Differences in the Perception of Administrative Role Demands. (1987)., Washington, D.C.,: AERA Annual Meeting

Rational Analysis and Its Impact on the Definition of Administrative Competencies. AERA Annual Meeting, Washington, D.C., 1987.

Clear Goals, Instructional Leadership, and Academic Achievement: Instrumentation and Findings. AERA Annual Meeting, Chicago, IL , 1985.

Estler, S.E. (1984). *Evolving Jobs: Definitions and Policy Implications*. Paper presented at Organizations and Careers: Joint Colloquium on Issues and Methods in the Study of Career Mobility in Organizations, University of Washington, September 24, 1981.

Estler, S.E. (1981). *Towards a Theory of Evolving Jobs: Professional Staff Mobility in the University*. Paper presented at the American Educational Research Association Annual Meeting, Los Angeles, CA, April 1981.

Estler, S.E. (1980). *The Illusion of Control: Perceptions of Decision Making in a Turbulent Environment*. Paper presented at the annual conference of the Pacific Rim Association for Higher Education, Portland, OR, October 1980.

Estler, S.E. (1980, March). *Systematic analysis and university decision making: The case of sexual equity*. (1980: March). ERIC Document Ed-187-211. Paper presented at the Association for Higher Education Annual Meeting, Washington, D. C.

Estler, S.E. (1979). *Structure, Ambiguity and Homogeneity: Barriers to Women's Careers in Public School Administration*. Paper presented at the annual conference of the National Women's Studies Association, Lawrence, KS, May 1979.

Funded Activities

2002: *The Elephant in the Living Room: Intercollegiate Athletics and Institutional Organization, Culture and Leadership*, manuscript in progress for Association for the Study of Higher Education/ERIC Monograph Series published by Jossey-Bass Publishers. University of Maine, Faculty Research Fund, summer research grant for work on manuscript.

1999-2000 University of Maine Distance Education Grant for course preparation for web-based delivery: HED 630 Higher Education and the Law.

1985-86: *Administrative Roles and Competencies in Maine*. State Department of Educational and Cultural Services, Innovative Projects through Kennebec Valley Collaborative.

1985: *Organizational Exceptions and Their Effects on the Employment, Promotion and Salaries of Women in Higher Education*. University of Maine Women in the Curriculum Summer Research Grant.

1983: *The Role of Strong Leadership and Clear Goals in Effective Schooling*. Seattle Public Schools/University of Washington College of Education Effective Schools Project.

1982: *Educational Organizations and Contraction: The Development of an Ecological System Framework*. College of Education, Office of Graduate Studies and Research, Assistantship support, with Richard Andrews.

1980-81: *Evolving Jobs and Nonteaching Professional Staff in Universities: An Alternative Perspective on Career Mobility Processes*, National Institute of Education (NIE) grant, October 1980-September 1981.

1980: *Enrollment of Women in Engineering*, National Center for Higher Education Management Systems (contracted by NIE).

1979-80: *An Exploratory Study of Nonteaching Professional Career Mobility in Universities*, University of Washington Graduate Research Fund.

1973-78: Stanford University. Participated in six funded research projects related to organizations, higher education and women. (Details available on request.)

Other Scholarly Activity: Professional Presentations and Workshops

Estler, S.E., Allan, E.J., Donaldson, G.A. Jr.; Hoff, D.L, and Yoder, N. (2003, April) Difference, disadvantage, privilege and us: Grassroots educational leadership faculty development for more inclusive schools. Symposium accepted for presentation at the AERA Annual Conference. Chicago, Ill.

Allan, E.J. & Estler, S.E. (April 2002). Difference, disadvantage, privilege and us: Examining meanings of diversity among educational leadership faculty. New Orleans, LA: Annual Meeting of the American Educational Research Association.

Panelist: Real Teachers Use Real Technology, Instructional Technologies Faculty Development workshop, May 21, 2001, University of Maine, Orono, ME

Co-planner and co-facilitator, University of Maine, Student Affairs Division, Professional Development Day, March 29, 2001.

Evolving Communities: Intergenerational Views of the Lesbian Experience, Panel organizer and presenter, NorthEast Regional GLBT College Conference: Rainbow Millennium: Activism for a New Era. April 8, 2000. Orono, Maine.

Overview of WebCt Course HED630 Higher Education and the Law. Distance Education Advisory Committee Web Faculty Forum, University of Maine, April 7, 2000.

The Elephant in the Living Room: The Unstudied Relationship between Intercollegiate Athletics and Institutional Organization, Culture and Leadership. A focused dialogue at the Association for the Study of Higher Education, Annual Meeting, San Antonio, Texas, November 17, 1999.

Through the Looking Glass: Observations While Graying on the Impact of Technology on Teaching and Learning, within panel entitled: We Are All Connected and No One's in Charge; Maine Women's Studies Association Annual Conference; November 13, 1999. (Panel proposal subsequently accepted for University of South Carolina conference entitled: Stop Surfing - Start Teaching 2000 National Conference Program, in February 2000), Presented at University of Maine College of Education and Human Development Faculty Roundtable, February 2000.

Colleges and Universities as Complex Organizations: Understanding Organized Anarchy. Maine Academic Management Institute Workshop; Orono, ME, February 2000; Farmington, ME, November 13, 1998 and Thomas College, Waterville, ME, March 20, 1998.

Maine Speakout Project speaking on gay/lesbian/straight respect: Introduction to Womens' Studies, University of Maine, April 2001. Glenburn Middle School Diversity Day, May 9, 2000; Eastern Maine Medical Center Grand Rounds, March 2, 2000; Bangor Outright, December 18, 2000; Women's Hammond St. Congregational Church, Bangor, Me. January 19, 1998 and Women in the Curriculum Lunch Series, University of Maine, January 20, 1998. UM Classes: Women's Studies, November 9, 2000; Human Sexuality March 7, 2000; Exploring Diversity in the US, April 12, 2000;

The dynamics of diversity. With Sean Frazier, Tuesday Forum, Bangor, ME February 17, 1998.

Reflections on the 25th anniversary of Title IX: Intended and unintended consequences for women's athletics, (with Suzanne Tyler), Women in the Curriculum lecture series, University of Maine, Orono, ME November 11, 1997.

Strategies for Coping with Less Apparent Aspects of Discrimination. Women in Leadership Conference: Building on Our Successes: Regaining Momentum. Maine Department of Education, Maine Leadership Consortium and the Northeast Coalition of Educational Leaders; Sebasco Estates, ME, May 26, 1995.

Downsizing: How the Process Reveals Our Values and Priorities. with Judith Bailey. Presentation at the American Council on Education, Office of Women in Higher Education, Presidents' Conference on the New Agenda, at Johns Hopkins University, Baltimore, MD, July 23, 1993.

Public Accommodations Required Under the Americans with Disabilities Act. Presentation for Projects with Industry, Americans with Disabilities Conference for Employers, Orono, ME, September 1991.

Leadership under Siege. Case Study Presentation, Maine American Council on Education-National Identification Project, Seminar for Women in Higher Education Administration, "Providing Leadership in Times of Change," Westbrook, ME, April 1991.

Supervising Complex Human and Legal Situations: Drugs, Alcohol, Sex and Confidentiality, with Dale MacDonald, Director of Human Resources; Polly Karris, Director, Employee Assistance Program; and Joyce Wheeler, Associate Counsel, University of Maine System, half-day supervisory workshop, University of Maine, Orono, ME, March 1990.

Equal Opportunity/Affirmative Action, University Community Forum, College of the Atlantic, February 8, 1989.

Presenter and Facilitator, Consensus and Collectivism: Applying Feminist Principles to Our Workplace, National Coalition Against Domestic Violence, Seattle, WA, July 31, 1988.

Consultant and Presenter, University of Maine Cooperative Extension Faculty Workshop: Cultural Differences in Organizations: A Look at Extension, Bangor, ME, May 7 and 8, 1987.

Politics and Rationality in Defining Administrator Certification: The Maine Case. symposium discussant, American Educational Research Association Annual Meeting, Washington, D.C., April 1987.

Evaluation in Higher Education. session discussant, New England Educational Research Association Annual Meeting, Rockland, ME, May 1986.

The Effects of Organizational Exceptions on Women. New England Coalition of Educational Leaders Annual Conference, Hartford, CT, March 1986.

Administrative Career Studies: Theoretical and Methodological Issues. symposium discussant, American Educational Research Association Annual Meeting, San Francisco, CA, April 1986.

Discrimination or Good Intentions Gone Awry? The Unintended Effects of Organizational Exceptions on Women, University of Maine Women in the Curriculum Speaker Series, October 1985.

Defining Leadership Skills: A New Look at Administrator Certification Requirements. Panel, 12th Annual Maine School Management Association Fall Conference, October 1985.

Administrative Competencies: The State of the Art. Presentation to the Advisory Committee of the Kennebec Valley Administrative Collaborative Pilot Project, with John Carr and Walter MacDougall, December 1985.

Alternative Decision Making Processes. Presentation to the Board of the Mabel Wadsworth Health Center, July 1985.

A Comparison of Teacher Education Program Review Standards. Report to the Maine State Board of Education, Spring 1985.

Changing Conceptions of Power in Organizations: Implications for Feminist Research. Symposium, National Women Studies Association Annual Meeting, Seattle, WA, June 1985.

Elements of Strong Leadership. State of Maine Staff Development Conference, University of Southern Maine, 1985.

Evolving Jobs: An Alternative Perspective and Strategies for Career Mobility. Workshop presentation, Sixth Annual Women and Business Conference, Seattle, WA, June 1984.

The Conceptual Basis and Development of Effective Schools Measurement Instruments. Symposium presentation, Washington Educational Research Association Annual Meeting, Seattle, WA, May 1984.

Models of Mobility in Loosely Coupled Systems: Conceptual, Methodological and Policy Issues in the Study of Public Sector Career Mobility Processes. Symposium presentation, American Educational Research Association Annual Meeting, New Orleans, LA, April 1984.

Chair, Effective Strategic Response to Decline in Higher Education. Panel at *Leadership and Excellence in Postsecondary Education*. Conference cosponsored by AERA Division J and the Association for the Study of Higher Education, San Francisco, CA, October 1983.

Chair, The State of Programs in Higher Education Under Financial Constraints: Separate or Consolidated? Panel at the Pacific Rim Association for Higher Education Annual Conference, Pullman, WA, October 1983.

Women in Education. Presentation to the Lynnwood, Washington Chapter, Association of Business and Professional Women, June 1983.

Perspectives on Organizational Change. Office of the Superintendent of Public Instruction (SPI) Multicultural Education and Sex Equity Regional Conferences, Seattle, WA, April 27, 1982 and Spokane, WA, April 29, 1982.

Closing Remarks: A Synthesis of Conference Proceedings. Northwest Women's Heritage Conference, University of Washington, April 1-3, 1982.

Moderator, second day of two-day SPI Conference in Multicultural Education, April 1981.

Evolving Jobs: An Alternative Perspective on the Career Mobility of Professional Women in Higher Education. Lecture in *Private Lives/Public Lives* series sponsored by the University of Washington Women's Information Center, Women Studies Program and ASUW Women's Commission, February 1981.

Tacoma, Washington Public Schools, Women's Educational Leadership Conferences, workshops for K-12 Administrators:

- (a) Understanding the Organization--and Its Environment.
January 26, 1981.
- (b) Power--How to Recognize It, How to Use It.
February 2, 1981.
- (c) Career Development: Personal Skills for Professional Growth.
March 2, 1981.

Program for Women in the Health Sciences at the University of San Francisco. Invited participant, working conference on women in positions of leadership and authority in the health professions, Santa Cruz, CA, June 19-21, 1977.

NIMH Organizational Research Training Program Spring Colloquium. Resource person Women and the Politics of Organizations, Pajaro Dunes, CA, April 29-30, 1977.

Panelist, Innkeeper or Educator: The Role of Residence Halls in the 1970's. ACUHO Northeastern Regional Conference: LOOKING AHEAD, Brown University, April 1973.

Panelist, What's New in Housing Research. Association of College and University Housing Officers, National Conference, Northeastern University, July 1969.

Doctoral Dissertations Supervised

Koch, Larry. (1993). Administrative perceptions of master teacher criteria. (EdD dissertation, University of Maine)

Parks, Mary B. (1991). Participation, commitment and organizational change: the case of the University of Maine Cooperative Extension. (EdD dissertation, University of Maine)

Graves, Linda. (1989). Job search and academic women administrators: Critical factors and influences on the process. (EdD Dissertation, University of Maine).

Sturges, Phyllis J. (1985). The local community as a supportive environment: A study of resource redefinition for the frail elderly. (EdD Dissertation, University of Washington)

McCreery, Ann Marcia. (1984). Adaptation and selection: A study of university decision making in response to environmental demands. (PhD Dissertation, University of Washington)

Gregory, F. William. (1983). Application of evaluation research methodology to a management training program. (EdD Dissertation, University of Washington).

Mealey, Anne Roe. (1983). A study of factors influencing job satisfaction and turnover of registered nurses in hospitals. (PhD Dissertation, University of Washington).

Service Activities

Professional:

Reviewer of Research Papers and Proposals: Meetings of the American Educational Research Association and Association for the Study of Higher Education, *Urban Education*, National Institute of Education, National Women Studies Association; *Signs: Journal of Women in Culture and Society*

Board of Directors, National Audubon Expedition Institute: Vice-President and Chair, Long Range Planning Committee 1990-present; President, 1997-present. Chair, Executive Director Search Committee, 1999-2000.

Pacific Rim Association for Higher Education, Executive Committee, 1980-82; Vice President 1982-83, President 1983-84.

National Center for Higher Education Management Systems (NCHEMS): Executive Director's Advisory Committee for the Establishment of the Program in Organizational Studies, 1980.

Reviewer, NCHEMS Management Seminars:

- (a) "The Political Dynamics of Decision Making in the Higher Education Setting," San Francisco, CA, September 1980.
- (b) "The Use of Information in Higher Education Decision Making," Boston, MA, October 1980.
- (c) "Managing Organizational Change in Colleges and Universities," Washington, D.C., November 1980.

Community Outreach:

Planning Committees and Governing Boards: Audubon Expedition Institute, Belfast, ME: Board President; Steering Committee, Penobscot County Maine Won't Discriminate; Rape Response Services, Inc.; Southern Penobscot Assessment Center, Planning Council (A Joint Effort of the Educational and Business Community), Spruce Run Association, Eastern Maine Regional Commission for Women; Maine Chapter, American Council on Education/National Identification Program Management Institute Planning Committee.; Spruce Run Association, Organizational Structural Committee, Bangor, ME, Advisory Committee, Kennebec Valley Administrative Collaborative, Advisory Committee to the Maine Commissioner of Education on Administrative Certification,

Sexual Harassment and/or Equal Opportunity Workshops: Unity College Staff; US Coast Guard Reserve, Bangor, ME; Unity; Maine Soil Conservation Service; College of the Atlantic; Penobscot Indian Nation Government Employees; Rape Response Service, Bangor, ME Volunteer Training; State of Maine, Maine Management Institute; Audubon Expedition Institute; Bangor High School;

Long-Range Planning Facilitation: Rape Response Services, Inc, Bangor, ME; Spruce Run Association, Bangor, ME; The Good Samaritan Agency, Bangor, ME.

Speaker: Maine Speak-Out Project