

## EDUCATION

---

### UNIVERSITY OF VIRGINIA

*Doctor of Philosophy, Education, May 2016*

*Concentration: Educational Psychology: Applied Developmental Science*

Dissertation Title: Trust principles for principals: Building relational trust with teachers through the interpersonal and task-oriented dimensions of leadership (*stable URL*:

<http://libra.virginia.edu/catalog/libra-oa:10978>)

Charlottesville, VA

2012-2016

### TUFTS UNIVERSITY

*Bachelor of Arts, Summa cum Laude, Child Development, May 2008*

Medford, MA

2004-2008

## AWARDS, HONORS, & SCHOLARSHIPS

---

Outstanding Doctoral Student Award	2016
Virginia Education Science Training (VEST) Pre-doctoral Fellowship, University of Virginia	2012-2016
Robert Lynn Canady Fellowship	2015
Alex Elias Memorial Prize Scholarship Award, Tufts University	2008
NESCAC Team Sportsmanship Award, Tufts University	2008
Scholar-Athlete Award, Tufts University	2007, 2008
Dean's List, College of Arts & Sciences, Tufts University	2004-2008

## PROFESSIONAL EXPERIENCE

---

### CENTER FOR CREATIVE LEADERSHIP

*Evaluation Faculty/Research Scientist, Insights and Impact Group*

*Postdoctoral Fellow*

Greensboro, NC

May 2017-present

July 2016-May 2017

- Created the Key Leadership Commitment Navigator (paper and online versions) for principal participants to enhance their understanding of this important aspect of our programs.
- Created and validated a measure of student leadership (the Student Leadership Scale), and created a tool (the Leadership indicator for Students) to help schools understand what student leadership looks like in their school and think about how to conduct student leadership development; worked with marketing team to create marketing collateral for tool.
- Provided research and evaluation support for the work conducted by the Societal Advancement team at CCL.
- Built CCL's capacity to be a provider of evidence-based leadership solutions in the field of education.
- Created theories of change, logic models and evaluation plans for understanding the impact of multiple programs on the leadership development of students in schools
- Conducted large-scale data collection, cleaning, qualitative and quantitative analyses (including social networks), and evaluation report creation for several clients in the nonprofit and education sectors
- Launched an adaptation of CCL's flagship "Lessons of Experience" research to uncover the implicit development of rural NC community leaders while using a Participatory Action Research (scholar as researcher) model
- Helped write request for proposal's (RFPs) for evaluation of several new leadership projects

### CENTER FOR ADVANCED STUDY OF TEACHING AND LEARNING

*IES Graduate Research Fellow, Social Development Lab*

*Principal Investigator: Dr. Sara Rimm-Kaufman*

Charlottesville, VA

2012-2016

- Created, collected, and analyzed interview and survey measures from multiple stakeholders (teachers, administrators, parents, students) in schools

- Collaborated with a research team, a foundation board, and district administrators to use data-driven results to improve instructional rigor in two public school districts in Virginia
- Evaluated the implementation of social-emotional learning programs in schools, and provided professional development for teachers based on these findings
- Assessed the psychometric properties of a measure of student engagement in math
- Managed a team of 4-5 undergraduate and graduate research assistants

#### **CHILDHOOD LEARNING AND DEVELOPMENT**

Charlottesville, VA

*Teaching Assistant, University of Virginia*

Fall 2014

- Collaborated with a professor to create the course syllabus and assessments
- Planned and taught several classes on brain development and on teacher evaluation
- Worked with struggling college students to enhance their writing skills

#### **MOSES BROWN SCHOOL**

Providence, RI

*2<sup>ND</sup> Grade Teacher*

2011-2012

- Utilized the school's Quaker values to teach social justice and self-motivation, while implementing the Responsive Classroom approach

#### **TEACH FOR AMERICA**

Tulsa, OK

*Curriculum Consultant*

2012

- Wrote the 4<sup>th</sup> and 5<sup>th</sup> grade Math Curriculum for the ISAT, used to train incoming Teach for America Corps Members (This included assessments, unit plans, and a week's worth of model lesson plans)
- Collaborated with other ISAT writers to revise this curriculum and create 2<sup>nd</sup> and final drafts

#### **COLERAIN ELEMENTARY SCHOOL**

Colerain, NC

*Teach for America Corps Member*

2009-2011

*5<sup>th</sup> Grade Teacher, Department Co-chair*

2010-2011

*4<sup>th</sup> Grade Teacher*

2009-2010

- Lead professional learning community (PLC) for math for 4<sup>th</sup> through 5<sup>th</sup> grades
- Led 4<sup>th</sup> grade students to achieve an 80% pass rate on the Reading End-Of-Grade Exams (EOGs) and a 95% pass rate on the Math EOGs, nearly doubling the predicted pass rates of 43% in Reading, and tripling the predicted pass rate of 27% in Math
- Led 5<sup>th</sup> grade students to achieve a 76% pass rate on the Reading EOGs and an 89% pass rate on the Math EOGs, over 20 percentage points higher than the pass rate for similar schools in the district

#### **PEER-REVIEWED PUBLICATIONS**

---

**Leis, M., Rimm-Kaufman, S. E., Paxton, C. L. C., & Sandilos, L. (2017).** *Leading Together: Strengthening Relational Trust in the Adult School Community. Journal of School Leadership, 27.6, 841-869.*

**Leis, M., & Rimm-Kaufman, S. E. (2016).** Principal actions related to increases in teacher-principal trust: Comparative case studies. *Journal of School of Public Relations, 36, 33-64.*

**Merritt, E. G., Palacios, N. A., Rimm-Kaufman, S. E., Banse, H. W., & Leis, M. (2016).** Teaching practices in fifth grade mathematics classrooms with high-achieving English Learner students. *The Journal of Educational Research, 0, 1-15.*

**Leis, M., Schmidt, K. M., & Rimm-Kaufman, S. E. (2015).** Using the Partial Credit Model to evaluate the Student Engagement in Mathematics Scale. *Journal of Applied Measurement, 16*, 251-267.

Paxton, C. L. C., **Leis, M.,** & Rimm-Kaufman, S. E. (2014). Collective efficacy and the school adult community: Results after two years of implementing Leading Together. *Society for Research in Educational Effectiveness*. <https://eric.ed.gov/?id=ED562716>

## **TECHNICAL MANUALS**

---

**Leis, M.,** Leisman, T., Kosovich, J., and Ehrlich, V. (2018). *Leadership Indicator for Students (LIS) Technical Manual*. Greensboro, NC: Center for Creative Leadership.

## **SELECT TECHNICAL REPORTS AND WHITE PAPERS**

---

DePass, M., Ehrlich, V., & **Leis, M.** (2019). Accelerating School Success: Transforming K-12 Schools by Investing in Leadership Development. Whitepaper. Greensboro, NC: Center for Creative Leadership.

**Leis, M.,** Hamill, J., Leisman, T., Barefoot, M. J., Conner, C., Davis, K. M., Gatti, B., Hayes, K., & Johnson, T. (2018). Golden LEAF Scholars Leadership Program: *Lessons of Experience* from Rural Leaders in North Carolina. Whitepaper. Greensboro, NC: Center for Creative Leadership.

**Leis, M.** (May 2018). Bishop McGuinness Baseline Report: Spring 2018. Report prepared for the leadership team at Bishop McGuinness High School. Greensboro, NC: Center for Creative Leadership.

**Leis, M.** (March 2018). Young Women Leadership Institute: Girl Scouts. Impact report prepared for the Charlotte Hornets' Nest Council. Greensboro, NC: Center for Creative Leadership.

**Leis, M.,** Yarborough, P., Reinecke, S., Leisman, T., Kosovich, J., and Ehrlich, V. (2018). *Leadership Indicator for Students (LIS)*. Greensboro, NC: Center for Creative Leadership.

**Leis, M.,** Kosovich, J., Leisman, T., and Ehrlich, V. (Oct 2017). The Golden LEAF Scholars Leadership Program Impact Report: Program Year 2016-2017. Evaluation report prepared for the Golden LEAF Foundation. Greensboro, NC: Center for Creative Leadership.

**Leis, M. & Yarborough, P.** (November 2017). Charlotte Latin School: Pilot Leadership Programs, 2016-2017 School Year. Evaluation Report prepared for Charlotte Latin School. Greensboro, NC: Center for Creative Leadership.

**Leis, M. & Yarborough, P.** (November 2017). Charlotte Latin School: Developmental Changes in Views of Leadership, 2016-2017 School Year. Evaluation Report prepared for Charlotte Latin School. Greensboro, NC: Center for Creative Leadership.

Ehrlich, V., **Leis, M.,** Kosovich, J., Leisman, T., & Kofford, L. (Aug 2017). The Ravenscroft School *Lead From Here* Program Annual Report: Program year 2016-2017. Evaluation report prepared for Ravenscroft School. Greensboro, NC: Center for Creative Leadership.

- Leis, M.** & Yarborough, P. (April 2017). View of Leadership at Charlotte Latin School: Findings from Baseline Survey. Evaluation Report prepared for Charlotte Latin School. Greensboro, NC: Center for Creative Leadership.
- Leis, M.**, Cullen-Lester, K. L., & Stawiski, S. (Feb 2017). HPNC Leadership Program Beaufort County Evaluation Report prepared for Kate B. Reynolds. Greensboro, NC: Center for Creative Leadership.
- Leis, M.**, Cullen-Lester, K. L., & Stawiski, S. (Dec 2016). HPNC Leadership Program Nash-Edgecombe Counties Cohort 2 Evaluation Report prepared for Kate B. Reynolds. Greensboro, NC: Center for Creative Leadership.
- Leis, M.**, Cullen-Lester, K. L., & Stawiski, S. (Nov 2016). HPNC Leadership Program Nash-Edgecombe Counties Cohort 1 Evaluation Report prepared for Kate B. Reynolds. Greensboro, NC: Center for Creative Leadership.
- Ehrlich, V., Stawiski, S., **Leis, M.** (Oct 2016). The Golden LEAF Scholars Leadership Program Impact Report Program Year 2015-2016 prepared for the Golden LEAF Foundation. Greensboro, NC: Center for Creative Leadership.
- Rimm-Kaufman, S. E., **Leis, M.**, & Paxton, C. (2014). Innovating together to improve the adult community in schools: Results from a two-year study of the initial implementation of Leading Together. Research report for Center for Courage & Renewal published online: [http://www.couragerenewal.org/PDFs/UVA\\_LeadingTogether\\_July\\_11\\_2014\\_Final\\_Full\\_Report.pdf](http://www.couragerenewal.org/PDFs/UVA_LeadingTogether_July_11_2014_Final_Full_Report.pdf)

## **MANUSCRIPTS IN PROGRESS**

---

- Leis, M.** (*in progress*). The eight dimensions of teacher working conditions: CFA validation in the MET sample. *Journal of Psychoeducational Assessment*.
- Leis, M.**, & Rimm-Kaufman, S. E. (*in progress*). The role of teacher working conditions for building teacher-principal relational trust. *Journal of School Leadership*.

## **PRESENTATIONS**

---

- Leis, M.**, Cameron, G., Reinecke, S., & Leisman, T. (2019, April). *Leveraging Leadership Preparation Development for School Change*. Paper presented at the American Education Research Association (AERA) Annual Conference, Toronto, Canada.
- Leis, M.** (2019, January). *The Leadership Indicator for Students*. Presentation through CCL Labs, Center for Creative Leadership, Greensboro, NC. Recording link: <https://meetccl.webex.com/meetccl/ldr.php?RCID=0230ab08787dc6278ff63bdc8120b6df>
- Yarborough, P., **Leis, M.**, & Brock, A. (2019, February). *Why guess if you don't have to? Measuring student leadership in K-12 settings*. Workshop presented at the National Association of Independent Schools (NAIS) Annual Conference, Long Beach, CA.

- DePass, M., **Leis, M.**, & Cole, A. (2018, November). *Where's the Beef? – A Journey into Measuring the Impact of Using Leadership Development to Leverage School Improvement Efforts*. Presentation at Prince George's County Greater Impact II Conference. College Park, Maryland.
- Leis, M.** (2018, July). *The Leadership Indicator for Students (LIS)*. Presentation at the Silver Bay Leadership Forum Conference. Silver Bay, NY.
- Leis, M.**, Leisman, T., Ehrlich, V., Kosovich, J. J. (2018, March). *Understanding and Measuring Leadership from a Student Perspective: Creation and Validation of the Student Leadership Scale (SLS)*. Poster presented at the meeting of the Society for Research on Educational Effectiveness, Washington, DC.
- Ehrlich, V., & **Leis, M.** (2017, November). *Building teacher networks: How social network analysis is informing the evaluation of professional development for teachers*. TIG Multipaper Session presented at the annual meeting of the American Evaluation Association (AEA), Washington, DC.
- Hannum, K., Reinelt, C., Ehrlich, V., **Leis, M.**, & Meehan, D. (2017, November). *Strategies for Connecting Values to the Evaluation of Leadership Development Efforts in Foundations*. Roundtable presented at the annual meeting of the American Evaluation Association (AEA), Washington, DC.
- Leis, M.** & Hamill, J. (2017, March). Lessons of Experience from Rural North Carolina: A Participatory Action Research Model. Individual Presentation at the 2017 Gulf-South Summit, Greensboro, NC. <http://www.leadbeyond.org/ccl-represented-2017-gulf-south-summit-golden-leaf-lessons-experience/>
- Leis, M.** (2017, February). Social Networks in Schools Workshop. Workshop given at the School of Education at UNCG: Greensboro, NC.
- Leis, M.** & Ehrlich, V. (2017, February). Understanding Change in Schools: A Social Network Approach. Presentation to the School of Education at UNCG: Greensboro, NC.
- Rimm-Kaufman, S. E., Sandilos, L., **Leis, M.** (2017, September). "Using Data as a Way of Listening": *Strategies and Outcomes from a Rural Research Practice Partnership Designed to Produce School Improvement*. Paper presented at the Society for Research on Educational Effectiveness (SREE) Fall Conference, Washington, DC.
- Rimm-Kaufman, S. E., Sandilos, L., **Leis, M.**, Garcia, D., & Donnan, M. F. (2016, August). *A Partnered Approach to Using Data to Improve Rigor and Relationships in Rural Schools*. Paper presented at the American Psychological Association (APA) Annual Conference, Denver, CO.
- Leis, M.** (2016, April). *The Role of Teacher Working Conditions for Building Teacher-Principal Relational Trust*. Poster presented at the American Education Research Association (AERA) Annual Conference Graduate Student Poster Session, Washington, DC.

**Leis, M.** (2015, June). *Critical Ingredients for SEL-Program Implementation*. Workshop presented at Alignment Nashville's Social Emotional Learning Conference 2015: Grow, Achieve, Empower through SEL, Nashville, TN.

**Leis, M.,** Schmidt, K. M., & Rimm-Kaufman, S. E. (2015, March). *Using the Partial Credit Model to Evaluate the Student Engagement in Mathematics Scale*. Poster presented at the biennial meeting of the Society for Research in Child Development (SRCD), Philadelphia, PA.

**Leis, M.,** & Rimm-Kaufman, S. E. (2015, March). *Improving Professional Community in Schools: Report of the Two-year Leading Together Intervention*. Paper presented at the Curry Research Conference (CRC), Charlottesville, VA.

**Leis, M.,** Paxton, C. L. C., Rimm-Kaufman, S. E. (2014, April). *Introducing and Implementing Leading Together: A New Social Emotional Learning (SEL) Program for Teachers and School Administrators*. Paper presented at the American Education Research Association (AERA) Annual Conference, Philadelphia, PA.

**Leis, M.,** & Rimm-Kaufman, S. E. (2014, February). *Principal Actions that Build Teacher Trust: Comparative Case Studies*. Paper presented at the Curry Research Conference (CRC), Charlottesville, VA.

Paxton, C. L. C., **Leis, M.,** & Rimm-Kaufman, S. E. (2014, September). *Collective Efficacy and Adult Community: Teacher and Principal Perceptions After Two Years of Implementing Leading Together in Schools*. Paper presented at the Society for Research on Educational Effectiveness (SREE) Fall Conference, Washington, DC.

Paxton, C. L. C., **Leis, M.,** & Rimm-Kaufman, S. E. (2014, April). *Principal and Teacher Collective Efficacy Beliefs and the Leading Together Professional Development Program*. Paper presented at the American Education Research Association (AERA) Annual Conference, Philadelphia, PA.

## **ANALYTIC SOFTWARE EXPERIENCE**

---

R, SPSS, STATA, Dedoose, Mplus, NodeXL, Winsteps

## **SERVICE**

---

**DISSERTATION COMMITTEE MEMBER**, for Chris Rehm, James Madison University, dissertation title: Leader Self-efficacy in youth leader development

**JOURNAL REVIEWER**, Early Childhood Research Quarterly, Journal of Applied Developmental Psychology

**CONFERENCE PROPOSAL REVIEWER**, Society for Research on Educational Effectiveness

**COMMITTEE MEMBER**, Curry School of Education Student Travel Committee

**WORKSHOP INSTRUCTOR**, 3-Minute Thesis Competition, Statistics (for undergraduates attending the Summer Undergraduate Research Program (SURP) at the University of Virginia)

## **PROFESSIONAL MEMBERSHIPS**

---

American Educational Research Association, American Evaluation Association

## **SELECT VOLUNTEER EXPERIENCE**

---

### **BIG BROTHERS, BIG SISTERS OF CENTRAL BLUE RIDGE**

Charlottesville, VA

*Big Sister*

2014 – present

- Mentored and developed a relationship with a pre-teen by offering consistency, encouragement, and role modeling

### **CORAZONES CONTENTAS**

Granada, Nicaragua

*Volunteer*

01/2009 – 05/2009

- Worked closely with five other teachers to plan curriculum and a daily schedule in preparation for creating a school in Granada for students with special needs
- After the school was opened, worked with small groups of students with special needs to advance their math and reading skills

### **MONT BERKELEY INTERNATIONAL SCHOOL**

San Jose, Costa Rica

*English Language Teacher*

07/2008 – 12/2008

- Created and implemented syllabuses for English Reading and Language courses for students in grades 7-11
- Gained experience in teaching ESL students.