STATEMENT OF OBJECTIVES

I am currently beginning my tenth year at Northern Arizona University’s College of Education in the Department of Educational Leadership. I am now working toward promotion to the rank of Full Professor. As indicated in the Conditions of Faculty Service document, in order to be eligible for the rank of Full Professor, it is important to have achieved significant accomplishments in the areas of student-related responsibilities, scholarly activity or other creative endeavors, and service. My Statement of Expectations related to my faculty role (see SOE 2017-2018) specifies expectations related to teaching, scholarship, and service.

GOALS RELATED TO STUDENT-RELATED RESPONSIBILITIES

1. Continue to increase my effectiveness and skills as an instructor. Thus providing students with the necessary information, resources, and skills to be successful in their chosen career goals.
2. Continue to create a classroom environment that is professional and courteous, providing an optimal learning environment for students.
3. Maintain currency in my field of teaching.
4. Be a strong and effective role model and mentor.
5. Serve on doctoral dissertation committees to encourage and assist students in conducting and defending their dissertations as well as encouraging them to later submit their work for presentations and/or publications.

GOALS RELATED TO SCHOLARSHIP

1. Continue scholarly work on the Community College Student Experience (CCSEQ), revalidating and norming the CCSEQ and exploring new opportunities for its expansion.
2. Continue to focus on the utilization of Holland’s theory in assisting college students in making appropriate decisions about their educational goals and future career.
3. Actively seek out dissemination opportunities, not only linked to my research areas, but with other faculty and students. Submit to at least one professional conference and one professional journal each year.
4. Work with other faculty members and students on scholarship opportunities with a focus on academic achievement.

GOALS RELATED TO SERVICE

1. Serve as active member of the EDL Department, through active involvement in department meetings and committees. Seek out leadership roles on committees.
2. Work with departmental committees, Community College Higher Education, Student Affairs, etc.
3. Continue to serve on dissertation committees across COE and NAU.

4. Assist the dissertation committee chair(s) and students with the research process – with a focus of gaining the experience necessary to complete a dissertation.

5. Continue to serve on college and university level committees – and regularly attend and actively participate in the College of Education meetings. Seek out leadership roles on COE and NAU committees.

6. Explore potential opportunities to become more involved in professional organizations such as AERA and to also begin exploring the potential opportunities to become involved with professional journals – to work toward serving as a review or in an editorial capacity.

**Research Plan**

My primary research plan for the next several years will be in the area of the Community College Student Experience Questionnaire (CCSEQ). Continuing my work on the CCSEQ, which includes the preliminary validation of the new online version of the CCSEQ and the initial establishment of new norms.

My research will also continue on Holland’s theory exploring the potential factors that could have an influence on a student’s career decision and to better understand the effectiveness of Holland’s theory in assisting college students.

An additional focus of my research, as a function of my Master’s and Doctoral degrees, is methodological considerations. With this focus, my plan is to explore methodological opportunities independently or with students or colleagues.

**Teaching Philosophy**

My personal teaching philosophy parallels that of Boyer’s (1990) interpretation of the “scholarship of teaching.” I strive to be well informed and steeped in current knowledge of the field by staying abreast of the current research and readings. I firmly believe students learn through the extension of knowledge of those with whom they come in contact with. I encourage students to be critical thinkers in order to be effective consumers of research.

My approach to teaching includes sharing with students the theoretical perspective of research and then showing them its practical application. Wherever possible, the use of technology is utilized in my teaching to better prepare students for such applications. I also discuss with the students the importance of research protocol (e.g., following IRB procedures) and standards (e.g., utilizing APA guidelines).
OVERVIEW OF ACCOMPLISHMENTS

Teaching / Student-Related

As noted on my 2017-2018, I taught three (3) 3-credit EDL Graduate-level courses for Fall 2017 (EDL 525 online, EDL 625, and EDL 767). For Spring 2018, I taught EDL 525, EDL 625, and EDL 725.

1. I have met the Satisfactory minimums through teaching my indicated classes on my SOE. No changes to my schedule was needed or made. I hold regular office hours each week and dedicated office hours for each of my classes – these are noted on my course syllabi. I continue to maintain a classroom environment that is courteous and professional – creating an optimal learning environment. This was specifically noted by a student in my EDL 625 class, “I was so nervous with taking this statistics class, but Dr. Horn makes students feel comfortable with asking questions and seeking clarification throughout the semester.” I maintain my currency in the teaching field (Research and Statistics) through Professional Development workshops at the Western leadership Association’s Annual Conference (see below). I received very positive end-of-semester course evaluations for each of the courses I taught over the academic year. Students provided positive feedback to my approach of teaching and the use of applicable examples and practice exercises. I continue to utilize student feedback to make my teaching and courses more productive. I continued to incorporate the use of information technology in my teaching by the use of the Bb Learn online platform for each of the courses that I taught.

2. I have met the expectations of Highly Meritorious for my Teaching / Student-Related activities through:

   1. The high student ratings in all of my courses with all positive comments, with the one exception of the student expressing concern about the allotted time for testing online. In consultation with e-Learning and faculty colleagues, I do feel that the allotted time is sufficient – but will continue to monitor student feedback for a pattern.

   2. Additionally, one of my advisees presented at the 3 MRP on Integrated Care Services, and they were accepted to present at the Rocky Mountain Leadership Association’s Annual Conference.

   3. I supervised Carrie Jones (EDL PhD) on an EDL 697 Independent Study for Fall 2017.

   4. Served as Chair for Allan Davis’ dissertation, which he successfully defended November 2017.

   5. Served as Co-Chair for Jamie Smith’s dissertation, which she successfully defended in April 2018.

   6. Currently serve as Chair on John Wilson and Marcus Krings dissertation. These students are at various stages in the dissertation process – and are on track for a successful completion.

   7. Currently serve as Co-Chair on Amanda Prosser and Tim Baker’s dissertation committees. These students are at various stages in the dissertation process – from beginning the dissertation plan to preparing to defend their final dissertation.
8. Currently serve as a committee member on Beth Howard’s and Michael Young’s dissertation committee. Beth and Michael are working on their prospectus and final defense, respectively.

9. Currently serve on Laura Baker’s (Curriculum and Instruction) dissertation committee. She is preparing to defend her prospectus.

10. I continue to improve my instructional and research knowledge, I attended three Professional Development Workshops at the Western Leadership Association’s annual conference.

- Factor Analysis for Understanding and Application. A workshop presented by Dale Berger with Claremont Graduate University at Western Leadership Association’s Annual Convention, Reno, NV, April 2018
- R for SPSS Users. A workshop presented by Christopher L. Aberson with Humboldt State University at Western Leadership Association’s Annual Convention, Reno, NV, April 2018
- Scale Construction with Item Response Theory: EQSIRT. A workshop presented by Peter M. Bentler with UCLA at Western Leadership Association’s Annual Convention, Reno, NV, April 2018

Research / Scholarship

As noted in my SOE, my areas of research are the CCSEQ, John Holland’s Theory and Student Career Decisions, and Research Methodologies. My scholarship actives continue to stay focused on these areas, and I feel that I have met the criteria for Highly Meritorious through:

1. Using the new online CCSEQ data, a collaborative effort with Dr. Bodi Anderson resulted in a publication (Fall 2017) in the Journal of Educational Computing Research entitled: Community Colleges in the Information Age: Gains Associated with Students’ Use of Computer Technology.

2. I was co-author of a published research study on student technology usage over time using the national CCSEQ data set. Gibson, P. G., & Horn, R. A. (Fall 2017). An overview of student technology usage over time and implications for community college planners and policy makers. eJournal of Educational Policy.

3. I was co-presenter for three conference presentations:

4. Co-PI with Dr. Corinna Smart (University of Memphis) – funded research grant ($25,000) from the Ashley Foundation for continued work on the CCSEQ validation.

5. I received $400 from the Dean’s Travel Grant Program to attend the Western Leadership Association conference in April 2018.

6. I was a member of Paradigms, Theory, and Methodology Panel for the Annual NAU Stephen L. Lapan Curriculum and Instruction Doctoral Student Symposium, on April 20, 2018 in the College of Education at Northern Arizona University.

**Service**

1. I have met the Satisfactory minimums through the completion of my Service Activities outlined in my SOE. I have attended and actively participated in all of the scheduled EDL Faculty meetings. I also attended and actively participated in all of the COE College Council Meetings – and the COE Faculty Assembly meetings. I also attend and actively participate in the EDL School Leadership Committee meetings. I assisted in the accreditation self-studies (reports submitted September 2017) – see Letter of Appreciation in FAAR. At the COE level, I serve as active member of the COE Curriculum and Assessment Committee.

2. I feel that I have met the expectations of **Highly Meritorious** for my Service through:

   1. I am the Faculty Mentor for Dr. Wanda Nelson, who joined the EDL Faculty Fall 2017 as Assistant Professor.
   
   2. I serve as Co-Chair of the COE Promotion and Tenure Committee.
   
   3. I serve on the Intercollegiate Athletics Committee as a member of the Executive Council – through my being the Chair of the Academic Integrity subcommittee.
   
   4. I serve as an active member of the NAU Institutional Review Board.
   
   5. I was an active member of the UGC Ad Hoc Doctoral Dissertation Subcommittee (Fall 2017 – Spring 2018).
   
   6. Northern Arizona University representative for Western Leadership Association’s Council of Representatives at the Annual (April 2018) Convention for Western Leadership Association, Reno, NV.
   
   7. Member of the Program Review Committee as a paper and poster reviewer for the Western Leadership Association’s Annual (April 2018) Convention, Reno, NV.
   
   8. I was an invited speaker to give a presentation for the New Faculty Orientation for NAU on “Navigating the Tenure Process” on August 24, 2017.
   
   9. I served as a textbook reviewer for Sage publications for the Carlson and Winquist’s *An activity based curriculum for learning statistics* text.
   
10. I participated in the *Read to Enjoy* reading event for Kindergarteners at the Manuel De Miguel Elementary School, Flagstaff Arizona, April 6, 2018.
CAREER GOALS

1. To continue to enhance my effectiveness as an instructor through the use of theoretical and practical (applied) applications as well as maintaining currency in the field and making use of technology that will assist students.

2. To continue to pursue my scholarship agenda in the area of the CCSEQ, Holland’s theory, and research methodologies.

3. To continue to serve as an active member on current dissertation committees – and expand my participation to other dissertation committees in the future.

4. To continue to serve as chair and co-chair on current dissertation committees.

5. To continue to serve as mentor to my assigned graduate assistants and other students.

6. To provide leadership to the EDL departmental committees.

7. To continue to serve on college level and university level committees – and expand my participation on committees in the future.

8. To work collaboratively (or serve in a consulting capacity) on research projects with graduate students and colleagues.

9. To work collaboratively (or serve in a consulting capacity) on research projects with graduate students and colleagues.

10. To seek opportunities to serve on editorial boards for professional journals.

VISION FOR THE FUTURE

My vision for the future is to be an active participant in the growth and development of our students here at Northern Arizona University. I will continue to work with students to develop and implement their research for dissertations and other future research projects. I will continue to build and expand my mentoring role for students. I would like to continue to strengthen my reputation within the Educational Leadership department and the College of Education as a viable research consultant for both students and faculty members. I would also like to continue to build connections within the department and the college of education – with continued expansion out into the university community. That is, I would like to be actively involved in various functions of the Educational Leadership department, the College of Education, as well as Northern Arizona University.