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# Gloria L. Johnston, Ph.D.

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## Education

Ph.D., Public Policy Analysis-Education (Administration), University of Illinois at Chicago, Chicago, IL.

M.S., Education (Bilingual/Bicultural), Northern Illinois University, DeKalb, IL.

B.S., Education (Humanities), magna cum laude, Northern Illinois University, DeKalb, IL.

AA., Education, Elgin Community College, Elgin, IL.

Advanced Studies: Student Assessment, Early Childhood Education, Curriculum and Program Design, Policy Formulation, Human Resource Development

Special Competencies: Proficient in Spanish, Grants Development and Research.

## Professional Experience

*2007 to Current:* Consultant, Superior Leadership, San Diego, CA

Coach, mentor, support, and facilitate superintendents, school boards/governance teams, and executive leadership teams focusing on systemic strategies to improve student achievement and close the achievement gap through the following customized services: superintendent evaluation, school board and governance team self evaluation, protocol and norm setting, individual and team goal setting, professional workshops, conferences, retreats, and meetings.

*2005 to 2007:* Dean, School of Education, National University, La Jolla, CA

Led the School of Education with over 14,000 undergraduate and graduate students in the departments of Educational Administration, School Counseling and School Psychology, Special Education, Teacher Education and Credentialing at the second-largest, private, nonprofit, accredited institution of higher learning in California.

*1999 to 2005:* Superintendent, West Contra Costa Unified School District, Richmond, CA

Led a culturally diverse PreK-12 urban school district with an annual operating budget of \$260 million, over 35,000 students, 12,000 community members in Adult Education programs and 3,500 employees.

Designed and implemented a strategic plan that improved student achievement with an emphasis on literacy; narrowed the achievement gap; improved collaboration and teamwork.

Developed districtwide data collection systems to monitor critical success indicators and established personal accountability systems.

Passed two general obligation bonds totaling \$450 million to repair and rebuild facilities and a parcel tax that provided over \$9 million annually to support academic programs. Constructed three new schools and reconstructed 18 schools.

Directed organizational effectiveness strategies to improve service and support to stakeholders.

*1993 to 1999:* Superintendent, Banning Unified School District, Banning, CA.

Wrote and implemented core curriculum content and performance standards and benchmark assessments.

Built collaboration, communication, and involvement systems to include students, staff, families, businesses, organizations, community members, and local service providers.

*1988 to 1993:* Director, Learning Support Services, Poway Unified School District, Poway, CA.

Developed curriculum, instruction, and assessments, as well as directed categorical programs and special projects, for 26 schools in a decentralized district of more than 26,000 prekindergarten through grade 12 students.

*1985 to 1988:* Principal, Oakhill School, School District U-46, Elgin, IL.

District level appointments included membership on contract negotiation teams, curriculum, assessment, personnel, and policy committees.

*1980 to 1985:* Director, Bilingual Education, School District U-46, Elgin, IL.

Supervised 75 bilingual teachers, aides, tutors and community liaisons who served 1,800 limited-English proficient (LEP) students (primarily Hispanic and Laotian) in prekindergarten through grade 12 at 37 schools.

Implemented a bilingual PreK program for 350 Hispanic and Laotian three-and-four-year-olds.

Designed and directed federal and state funded curriculum, instruction, and training grants totaling \$3.7 million.

*1977 to 1980:* Bilingual Teacher, School District U-46, Elgin, IL.

*1975 to 1977:* Instructor, Elgin Community College, Elgin, IL.

*1969 to 1976:* ESL Tutor, Grades 1 - 12, School District 303, St. Charles, IL.

*1966 to 1969* Instructor, Colegio Americano and Instituto Venezolano-Americano, Caracas, Venezuela.

## **Educational Certification**

California Administrative Services  
California Multiple Subject  
California Language Development Specialist

Illinois General Administrative  
Illinois Transitional Bilingual Education – Spanish  
Illinois Elementary Education

## **Selected Professional Achievements**

Presenter, American Association of School Administrators National Conference on Education, "Effective Superintendent-School Board Practices", New Orleans, LA, 2007

Presenter, Association of California School Administrators Symposium, "What I Wish I Had Known Before I Retired" and "Effective Superintendent-School Board Practices", Monterey, CA 2007

Presenter, California School Boards Association Annual Conference, "Reflections on Governance Team: The Superintendent's Perspective", San Francisco, CA 2006

Professional Judgement Panel Member, American Institute for Research, California Finance Adequacy Project, Palo Alto, CA 2006

Invited Speaker, Superintendency Institute of America Annual Conference, "Superintendency Coaching", San Diego, CA, 2006

Reviewer, California Commission on Teacher Credentialing Joint NCATE Visit, Committee on Teacher Accreditation, Fresno State University, Fresno, CA, 2006

Chairperson, Association of California School Administrators Annual Superintendents' Symposium, Monterey, CA, 2006

Superintendent Coach, ACSA /Gates Grant, Contra Costa County, CA, 2005-2006

Invited Luncheon Speaker, California School Boards Association Annual Conference, "Reflections on the Superintendency", San Diego, CA, 2005

Bay Area Cluster Administrator, Organizational Leadership Doctoral Program, University of La Verne, La Verne, CA, 2004-05

Guest Lecturer, Mills College, Oakland, CA, and California State University East Bay, "Leadership and the Superintendency", Hayward, CA, 2002-05

Presenter, National Center for Education Research and Technology, "Stories as a Tool for Leadership Development," Rancho Mirage, CA, 2003

Presenter, American Association of School Administrators National Conference on Education, "The Wavy Line between Policy and Administration," New Orleans, LA, 2003

Presenter, American Association of School Administrators National Conference on Education, "Inside Stories and Lessons Learned" San Diego, CA, 2002

Invited Speaker, Women Administrators Conference, AASA, Arlington, VA, "Documentary - Our Voices: Women's Stories from Coast to Coast," 2001

Reading Assessment Reviewer, National Early Childhood Longitudinal Study of Reading, 1998 through 2002

Instructor, University of California, Berkeley, CA, "Politics and Public Education in the 1990s," 2000

Reviewer, California Commission on Teacher Credentialing, Committee on Teacher Accreditation, Sonoma State University, Rohnert Park, CA, 1998

Presenter, National Association for Bilingual Education, "An Administrator's Role in Successful Programs for Language-Minority Students", Dallas, TX, 1998

Committee Member, U.S. Department of Education, National Voluntary 4<sup>th</sup> Grade Reading Test, Washington, D.C., 1997

## **Publications**

Townsend, R.; Johnston, G.; Gross, G.; Lynch, P.; Garcy, L.; Roberts, B.; Novotney, P.; Effective Superintendent-School Board Practices, Corwin Press, Thousand Oaks, CA, 2007

Johnston, G.; Gross, G.; Townsend, R.; Lynch, P.; Novotney, P.; Roberts, B.; Garcy, L.; and Gill, L.: Eight at the Top, Scarecrow Press, Lanham, Maryland, 2002

Johnston, G., and Zykowski, J.: The Superintendent as Instructional Leader: Myth or Reality? Unpublished paper presented at American Education Research Association (AERA), San Diego, CA, 1998

Johnston, G.: A Study of California Superintendents as Instructional Leaders. Doctoral Dissertation, University of Illinois at Chicago, 1992.

Johnston, G. and Kolbusz, L.: Grant Winners Work Hard and Have Faith. American School Board Journal 39-41, November, 1987.

Johnston, G., Kolbusz, L., and Chamberlain, P.: ESL Starter Kit. Instructor 90 (3) 24-28, October, 1980.