

William Todd Duncan, EdD

Office Address

Texas A&M University-Central Texas
Assistant Professor, Educational Leadership
1001 Leadership Place, Killeen, TX 76549

Professional Profile

More than 30 years experience in administration, bilingual and mainstream instruction
Experienced in facilitating organizational and instructional change and improvement
Bilingual—speaking, comprehending, and writing both English and Spanish
Successfully directed musical activities of several schools for showcase in district fine arts programs
Accelerated growth of “at risk” students 2.2 years in one year at Lynwood Unified School District
Facilitated the improvement of student achievement levels by 20 percentile points as measured by norm referenced standardized tests
Led elementary school to 107 points growth on California State Academic Performance Index in one year and over 160 points over 3 years

Education

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| 2002 | EdD in Educational Leadership-Urban Superintendency
University of Southern California

Dissertation Title: <i>How Effective Schools Use Data to Improve Student Achievement</i> |
| 1994 | MEd in Curriculum and Instruction (Bilingual Education)
University of Texas at Austin |
| 1981 | BA in Liberal Arts (History Concentration)
California State University, Long Beach |

Academic & Professional Experience

Academic Experience

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| 2013-Present | Assistant Professor, Educational Leadership
Texas A&M University-Central Texas, Killeen, TX

Graduate faculty member
Instructor – MEd in educational administration/principal certification program.
Coordinator/Instructor – Post-Master’s superintendent certificate preparation program.

Courses Taught:
<i>Educational Leadership Applications EDAD 560</i> |
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The capstone study of leadership theory in elementary and secondary schools emphasizes the application of theory to administrative practice at the campus level. Critical issues and problems are examined and analyzed through the use of case studies, problem-based learning projects, and assessment-related activities. Prerequisites: Completion of a minimum of 24 semester credits of EDAD coursework or approval of School of Education Director.

Internship for the Principalship EDAD 599

The principal internship is designed to provide participation in, and discussion and supervision of a variety of professional activities in the area of school principalship preparation. The intern will be required to demonstrate competence in the performance of professional principal/assistant principal-related duties/tasks as the culminating experience in the Texas A&M University-Central Texas principal certification program.

Educational Planning and Facilities Development EDAD 535

This course engages students in a study of and planning for major administrative systems in public schools including transportation, distribution and food service systems, energy management, health services, security, facilities, and safety-related issues. Strategic planning is used to organize resources that support the implementation of the school district's vision and purpose focused on teaching and learning.

Internship for the Superintendency EDAD 597

Interns are provided a semester-long internship practicum experience. The internship is a capstone experience designed to maximize the intern's opportunities to practice and refine knowledge and skills required for building-level leadership. Interns submit an internship plan that is approved by both the on-site mentor and the intern supervisor. This course utilizes the literature and research studied during the courses taken as part of the TAMUCT superintendent certificate preparation program.

Leadership of Curriculum Systems EDAD 545

The course is designed to support informed instructional leadership by exploring the major areas of curriculum management (development, alignment, integration, implementation, and evaluation) to better link students' developmental needs with high levels of learning. This course encourages participants to shape their own thinking about curriculum and instruction from a systems perspective.

Leadership of Diverse Learning Communities EDAD 555

This course emphasizes procedures and techniques for identifying and ameliorating educational problems associated with demographic and cultural differences while building a collaborative learning community. Students pay close attention to issues of equity and justice to propel a collaborative path forward for the school community by identifying and building relationship networks in the social landscape while facilitating powerful internal and external community conversation and engagement.

Assessment Issues for Educational Leaders EDUK 550

This course provides for the examination of assessment as a process with emphasis on assessment of student achievement and on data interpretation for the purpose of improving instruction.

Fundamentals of Bilingual and English as a Second Language Education EDUK 325

This course includes an examination of the history, philosophies, theoretical and legal foundations regarding Bilingual/English as a Second Language. The course also includes a review of programmatic designs.

- 2013 Texas School Ready Mentor
University of Texas Houston Health Services Center, Houston, TX
Program Mentor – Under a statewide grant provided instructional support for PK teachers. The grant is aimed at providing research based literacy and numeracy readiness skills for low-SES 3-5 year olds. Observed classroom teachers and helped them reflect on their practice and support them in their improvement goals. Assisted teachers in the use of assessment data to set instructional and pedagogical goals. Provided bi-weekly seminars to teachers on early childhood literacy instruction.
- 2011-Present Adjunct Professor
Wayland Baptist University, San Antonio, TX
Instructor – graduate level courses for the teacher preparation program and educational leadership program
Courses Taught:
Classroom Management
This is a graduate level course in preparing pre-service teachers to develop classroom management skills.
Elementary Literacy and Phonics Instruction
This is a graduate level course in early literacy acquisition Pre K through third grade. Students learn research based instructional strategies for effective pedagogy in foundational literacy instruction.
Texas School Law (online)
This is a graduate level course that provides prospective administrators with an understanding of the Texas Education Code and Family Law Code. The students will have a working knowledge of their rights and responsibility under Texas education law and how to best interpret court orders where the school business intersects with child custody issues.
Campus Business Management
This is a graduate level course that prepares prospective administrators to understand the key elements of preparing and managing a school site budget. This course heavily emphasizes the importance of ensuring that school budgets are aligned with school vision, program goals, and instructional improvement. Another area of emphasis for the course is the principal's effective communication with all stakeholders within the organization and throughout the community.
- 2011-2012 Adjunct Professor
Concordia University Texas, San Antonio, TX
Instructor – educational leadership program toward the completion of the Master's Degree in Education and the mid-management administrator certification for the state of Texas
Classes Taught:

The Principal as Resource Leader/School Finance

This course is designed to prepare the aspiring principal to effectively manage school resources, create a climate conducive to effective instruction, and have an introduction to the principles of school finance.

Legal Foundations of Education

This is a school law class which provides aspiring administrators with a working knowledge of the Texas Education Code.

Assessment and Evaluation in Education

This class prepares aspiring instructional leaders to understand the role of assessment and evaluation in the instructional process.

Classroom Teacher as Researcher

This is a research design class designed to guide students toward the development of their master's thesis or doctoral dissertations.

Teacher as Instructional Leader

This is a course in leadership development with the objective of having students recognize and develop leadership skills.

Principal Internship

Served as University Supervisor for students in administrative practicum at various campuses in San Antonio school districts.

- 1993-1996 Graduate Teaching Assistant and Supervisor of Student Teachers
University of Texas at Austin, Austin, TX
Successfully guided the development of University of Texas seniors through their final field experience block. Directly responsible for the strong development of student teachers' pedagogical skills through creative development of instruction presentations, materials, and lesson planning.
Classes Taught:
Early Literacy Acquisition
Assisted Adjunct Professor as co-instructor in class.
- 1989-1992 Classroom Teacher
Lynwood Unified School District, Lynwood, CA
Successfully increased achievement scores of bilingual education students as measured by state language scale examinations. At risk students demonstrated 2.2 years academic growth in one year as measured by norm referenced tests. Active in school based leadership team which provided direction for academic programs.
- 1981-1984 Classroom Teacher
Lynwood Unified School District, Lynwood, CA
Managed classrooms at two different school sites at various grade levels. Successfully directed musical activities of several schools for showcase in district fine arts program. Improved student achievement levels by 1.5 years as measured by standardized tests. Improved language classification levels of non-English proficient students in each academic year.

Administrative Experience

- 2008-2009 Chief Consultant
Data Educational Consultants, Riverside, CA
- Provided professional development and coaching for administrators and teachers in the area of data analysis and assessment development. Advise site level managers on the effective use of data to improve student grouping and programmatic placement, evaluate instructional programs, and ensure effective use of Title I and compensatory educational expenditures.
- 2006-2007 General Manager, Inland Empire Region
Think Together, Santa Ana, CA
- Established after school programs in 41 plus schools in 7 districts across San Bernardino and Riverside Counties. Responsible for establishing a regional office which included the hire of 3 area supervisors, human resource manager, recruiting manager and team, 41 school site coordinators and close to 200 part time program leaders. Worked intensively with assistant superintendents and curriculum directors in each of the school districts to assist them in acquiring state funding for the after school education and safety program (ASES) and developing protocols for smooth implementation of the grants and program once funded. Supervised all personnel to ensure effective and high quality program initiation and delivery. Given that there was a very short time line between grant application and implementation deadlines for the state, the inland empire region experienced rapid and smooth implementation as measured by nearly 100% satisfaction feedback from principals and district level directors reporting from all districts. Responsible for management of 1 million dollar budget used to develop and maintain the operations of the inland regional office.
- 2005-2006 Coordinator of Curriculum-Based Assessments
Oakland Unified School District, Oakland, CA
- Effectively coordinated the development and revision of benchmark assessments for all curricular areas to ensure strong links to academic standards. Developed models, processes and tools for reflecting on assessment results to guide instruction. Developed training modules to help teachers and administrators access data and create intervention strategies using assessment processing software program. Conducted successful professional development workshops with school sites around the meaning of assessment data and the importance of ongoing curriculum embedded assessments to the instructional process. Worked extensively with site administrators to build their capacity to reflect on results to support instructional planning and professional development for their teaching staffs. Facilitated greater collaboration between Instructional Services and Research and Assessment in order to develop effective communications to site leaders and instructional coaches regarding the links between assessments and instruction to improve student achievement. Effectively managed assessment logistics staff to ensure timely dissemination, collection, scoring and reporting of benchmark assessments.
- 2003-2005 Administrator, Research and Assessment
Jurupa Unified School District, Riverside, CA
- Responsible for district-wide program evaluation, research and assessment to evaluate student achievement and instructional effectiveness. Provided data analysis for district level administrators and principals. Provided pertinent data streams for evaluation of

curriculum and program effectiveness. Provided timely research regarding effective instructional practices and other relevant research regarding educational processes.

1998-2003 Principal
Jurupa Unified School District, Riverside, CA
Instructional leader of semi-urban elementary school. Managed continuous improvement in academic achievement of traditionally low achieving school. Increase of 20 percentile points in math and reading scores as measured by SAT-9. Led change to more cohesive standards based instructional program for reading. Led school to growth of 107 points in one year as measured by the California Academic Performance Index (API).

1996-1998 Principal
Banning Unified School District, Banning, CA
Instructional leader of semi-urban middle school. Successfully coordinated the written articulation of the school curriculum and the development of the district criteria exam for middle schools. Successfully guided school to candidacy status for WASC accreditation.

Other Professional Experience

2009-2010 Account Executive
New York Life Insurance Company, San Bernardino, CA
Provided guidance and analysis of financial portfolios for clients. Offered a mix of insurance and investment instruments to meet the current and future needs of client base.

1988-1989 Sales Associate
Com Systems, Inc., Van Nuys, CA
Led team in high-volume sales campaign. Led associates in sales as department experienced an immediate increase in sales volume in the first three months. High one call close ratio of 80%. Effective customer relations.

1986-1988 President
Financial Services, Ltd, Long Beach, CA
Managed an aggressive and diverse firm which offered a mix of financial services from insurance needs to real estate investment. Built client base which increased by 40% over 24 months. Conducted profitable group seminars for educators, hired and managed staff, directed new business development.

1984-1986 Director of Marketing
Computer Software Analysts, Inc, Inglewood, CA
Advanced rapidly from Marketing representative developing and marketing technical and non-technical educational software programs to the U.S. Government, school districts, and private sector training centers. Provided in-service training on educational software products to entire client base. Increased department sales by 33% while training and supervising junior staff. Wrote numerous proposals for new business, opened new territory and lifted several accounts to national level.

Professional Licensure

California State Administrators Credential (Professional Clear)

California State Multiple Subjects Teaching Credential-Pk-8 (Professional Clear)

Texas State Mid-Management Certificate (Life)

Texas State Teaching Certificate-PK-8 (Life)

Texas State Instructional Leadership Development (ILD) Certificate

Texas State Professional Development and Appraisal System (PDAS) Certificate

Texas State Professional Development and Appraisal System TOT

Academic Scholarship

Research Interests

Assessment and Instruction in Student Achievement

Pre-K and Primary Grades Alignment in Closing the Achievement Gap

Instructional Leadership in K-12 Education

Current Research

Principals Involvement in Early Childhood Literacy Alignment. Looking at the perceptions of elementary school principals from the major urban school districts in Texas as it relates to monitoring of pre-k instructional programs and the alignment of the pre-k program with the k-2 literacy program.

Leadership and Literacy Processes in School Improvement Case Study. The study looks at a school that is in restructure after several years of failure to meet standard on the Texas Accountability measure. The new structures and processes that are being implemented by the new school leadership and the expectation for literacy instruction for all teachers leading to improved student achievement are the primary points of the investigation.

Building the Foundation for Closing the Achievement Gap in Low-SES and Minority Student Through Age Appropriate/Child Centered Instruction Pre K through First Grade and Service Learning in Temple ISD. Initial planning phase for a multiyear professional development plan for primary grade teachers and administrators in selected elementary schools which is projected to begin in the Fall of 2014. It is anticipated that there will be service learning and instructional development grants applied for toward the funding of the research for this project.

Peer-Reviewed Publications

Duncan, W.T., & Eddins, B. (2014). *Proposal to Offer Post-Master's Superintendent Certificate Preparation Program at Texas A&M University-Central Texas.* Austin, TX: Author. (Required by state agency/submitted on May 20, 2014 to be reviewed for approval by State Board for Educator Certification).

Duncan, W.T. Toward an integration of assessment and instruction in classroom pedagogy. *National Journal of Urban Education and Practice*. 8(3),2015 431-442

Duncan, W.T. (2002). *How Effective Schools Use Data to Improve Student Achievement*. Doctoral Dissertation. Alexandria, VA: VMI.

Duncan, W.T., & Colvin, L.E. *Principal Involvement in Early Childhood Literacy Instruction Alignment*. (under review)

Peer-Reviewed Presentations

Duncan, W.T., (2013, October). *Family involvement in emergent literacy*. Presentation at the annual Texas Association for the Education of Young Children (TAYEC) Annual Conference, San Antonio, TX.

Duncan, W.T., & Colvin, L.E. (2014, June). *Principal Involvement in Early Childhood Literacy Instruction Alignment*. Paper presentation at the Annual International Conference on Teaching and Learning at Texas Southern University.

Duncan, W.T., & Colvin, L.E. (2014, September). *Principal Involvement in Early Childhood Literacy Instruction Alignment*. Poster presentation at the Texas A&M University Chancellor's Summit, Austin, TX.

Duncan, W.T., & Colvin, L.E. (2015, January). *Principal Involvement in Early Childhood Literacy Instruction Alignment*. Paper presentation at the Southern Early Childhood Association Annual Conference. New Orleans, LA.

Service

University

Texas A&M University-Central Texas

Elected to Faculty Senate for 2014-2015 School Year in April of 2013

Elected Faculty Senate Parliamentarian for the 2014-2015 Academic Year

Coordinator of the Superintendent Certification Program

Coordination and co-writing of the application to the Texas Education Agency to offer the Superintendent Certification through Texas A&M University-Central Texas; coordinating and evaluating curriculum and instruction for the program.

Concordia University Texas San Antonio

Preparation workshops for Texas principal certification. Led students to a 97% + - pass rate on state principal exam.

Community

Past President , Jurupa Districts Lions Club 2003-2004

Past President, Board of Directors, Jurupa Valley Boxing Club 2003-2005

Praise Team Worship Leader, Calvary Baptist Church, 2010-2014

Praise Team and Choir Member, First Baptist Church, 2015-Present

Sunday School and Bible Teacher, First Baptist Church, 2015-Present

Sunday School and Bible Teacher, Calvary Baptist Church, 2010-2014

Bi-vocational Pastor, Fellowship of Grace Community Church, 2008-2009

Associate Pastor, Grace Communion International Churches, 1999-2007

Professional Affiliations

Bilingual Educations Students Organization

Mo Iota Epsilon (Minorities in Education)

Awards

1994 Recipient Henderson Academic Scholarship

1993 Recipient Title VII Scholarship for Multilingual Studies

1979-1981 Recipient California State Teacher Internship Program (One of seven participating school districts in the state; awarded one of only two open positions.)