

William T. Holmes, Ed.D. “Toby”

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Education

- December 2012
Educational Doctorate in Executive Leadership in Educational Administration
University of Nevada, Las Vegas – Las Vegas, Nevada
- July 1988
Master of Arts Elementary Education
University of New Mexico – Albuquerque, New Mexico
- May 1987
Bachelor of Science Elementary Education
University of New Mexico – Albuquerque, New Mexico

Additional Professional Education

- Association of California School Administrators Chief School Business Official Academy (2012)
- Association of California School Administrators Superintendents’ Academy (2011)

Dissertation

- Holmes, William Tobias, “The motivating language of principals: A sequential transformative strategy” (2012), UNLV Thesis/Dissertations/Professional Papers/Capstones. Paper 1740.

This dissertation was the first of its kind utilizing Motivating Language Theory in K-12 Education, incorporating qualitative and mixed methods research methodologies into the Motivating Language Theory research field, and extending the field of Motivating Language Theory to include organizational outcomes and perspectives.

Dissertation Chair: Dr. Teresa Jordan – Professor Emeritus UNLV

Outside Members: Dr. Jackie Mayfield, Professor of Business,
TAMIU
Dr. Milton Mayfield, Professor of Business,
TAMIU

Dr. Jordan was a leading scholar and seminal researcher in the field of educational leadership nationally.

Drs. Mayfield and Mayfield are the leading scholars and researchers in the world in the field of motivating language theory.

Educational License

- **Nevada**
 - Professional Elementary Teaching K-8 and Professional Special School Administrator K-12 – Expires 9/8/23

Honors and Awards

- Awarded – 2017-18 UWYO CoEd Academic Writing Fellowship – Mentor, Dr. Liz Hollingworth, Professor of Educational Leadership, University of Iowa.
- Awarded – Twelve CCSDRAVE Reviews for Outstanding Service and Two District Commendations for Service in the Line of Duty
- Awarded – Choctaw Nation of Oklahoma Career Development Program Award
- Semi-Finalist – National Science Foundation Challenge Grant as part of CCSD Interact™ Program

Employment

- 2016 – Assistant Professor (Tenure Track) Educational Leadership, Department of Professional Studies, College of Education, University of Wyoming
Co-Coordinator – Doctoral Program Ed.D., Ph.D. & Supt. Certificate.
- 2014 – 2016 Assistant Professor (Tenure Track) Department of Educational Leadership, Watson College of Education, University of North Carolina Wilmington
- 2011 – 2014 Principal, Gragson Elementary School, Clark County School District (CCSD), Performance Zone Six (School ADA 880 + 50 Adult ELL Learners, Total Budget under control \$3.6 Million, 5-star Rated Autonomous Status School)
- 2009 – 2011 Principal on Special Assignment, Clark County School District, Area Service Center Two (Area ADA 67,000 Students, 32 K-12 Schools)
- 2005 – 2009 Principal on Special Assignment, Clark County School District, Research and School Improvement/Superintendent's Schools Division (ADA 300,000 students, 290 schools)
- 2002 – 2005 Principal, McCaw Elementary School, Clark County School District, SE Region (School ADA 750)
- 1999 – 2002 Assistant Principal, Lamping Elementary School, Clark County School District, SE Region (School ADA 1,500)
- 1997 – 1999 Dean of Students, Burkholder Middle School, Clark County School District, SE Region (School ADA 1,300)

- 1996 – 1997 Teacher on Special Assignment – Webmaster, Business and Finance Division, Clark County School District (District ADA 280,000, 270 schools)
- 1994 – 1996 Social Studies Teacher, White Middle School, Clark County School District, SE Region (School ADA 1,450)
- 1992 – 1994 Fourth Grade Teacher, Martha P. King Elementary School, Clark County School District, SE Region – Rural School (School ADA 450)
- 1991 – 1992 Third Grade Teacher, Jydstrup Elementary School, Clark County School District, SW Region (School ADA 1,100)
- 1989 – 1991 Third Grade Teacher, Nate Mack Elementary School, Clark County School District, SE Region (School ADA 1,550)
- 1987 – 1989 Fourth and Fifth Grade Teacher, Kit Carson Elementary School, Albuquerque Public Schools (School ADA 750)

Publications

Refereed

- **Published**

- **Holmes, W.T., & Carr, M.L.** (2017). Motivating language and self-mentoring: A training program supporting the development of leaders in organizations. *Development and Learning in Organizations: An International Journal*, 31(5), p. 4-8.
- Carr, M.L., & **Holmes, W.**, Flynn, K. (2017). Using mentoring, coaching, & self-mentoring to support public school educators. *The Clearing House: A Journal of Educational Strategies, Issues and Ideas*, 90(4), p. 116-124.
- **Holmes, W.T., & Parker, M.A.** (2017). Innovative online doctoral course on the pre-service exploration of the superintendentcy. *AASA Journal of Scholarship & Practice*, 13(4), p. 20-36.
- **Holmes, W.T., & Parker, M.A.** (2017). Communication: Empirically testing behavioral integrity and credibility as antecedents for the effective implementation of motivating language. *International Journal of Business Communications*, 54(1), p. 70-82.
- **Holmes, W.T.** (2016). Motivating language theory: Antecedent variables – critical to both the success of leaders and organizations. *Development and Learning in Organizations: An International Journal*, 30(3), p. 13-16.

- **Accepted/In Press**

- None at this time

- **Submitted**

- Hvidston, D., McKim, C., & **Holmes, W.T.** What are principals' perceptions? Recommendations for improving the supervision and evaluation of principals. *National Association of Secondary School Principals (NASSP) Bulletin*. April 6, 2017.

- **Holmes, W.T.**, & Parker, M.A. The relationship between behavioral integrity, competence, goodwill, trustworthiness, and motivating language of a principal. *School Leadership & Management*. July 1, 2017.

- **Under Revision**

- **Holmes, W.T.** Culturally sustaining instructional leadership: The time has come. *Urban Education*. April 19, 2017. Will rewrite and resubmit as - Culturally sustaining instructional leadership: The voice of two female urban elementary school principals.

Non-Refereed

- **Published**

- **Holmes, W.T.**, & Tomlinson, D. (2016). The risk framework for school security. *School Business Affairs*, 82(7), p. 20-22.

Works in progress

- **Manuscript, In Development**

- **Holmes, W.T.**, & Young, S. *Culturally sustaining instructional leadership: Perspectives from Native American public school principals in Montana and Wyoming*. Targeted journal: Journal of Educational Leadership, Policy and Practice.
- **Holmes, W.T.**, Teman, E., & Waddell-Hill, T. *The motivating language of elementary and middle school principals: A qualitative study*. Targeted journal: Educational Management Administration & Leadership.
- **Holmes, W.T.**, Young, S., & Hollingworth, L. *The motivating language of superintendents in Wyoming: Their thoughts and the thoughts of their principals*. Targeted journal: Educational Administration Quarterly.

Presentations

- **Conducted**

National/International

- **Holmes, W.T.**, & Parker, M.A. (2017, April). *The relationship between behavioral integrity, competence, goodwill, trustworthiness, and motivating language of a principal*. American Educational Research Association (AERA), San Antonio, TX.
- Hvidston, D., McKim, C., & **Holmes, W.T.** (2016, August). *What are principals' perceptions? Recommendations for improving the supervision and evaluation of principals*. Paper presented at National Conference of Professors of Educational Administration (NCPEA), Detroit, MI.

- **Holmes, W.T.** (2016, April). *Leadership communications for school and district leaders*. University of Newcastle Australia. **(Invited Presentation)** Invited by Dr. Scott Imig, Senior Lecturer at School of Education, Faculty of Education and Arts, University of Newcastle, Australia.
- **Holmes, W.T.**, & Sanchez, M. (2016, April). *Culturally sustaining instructional leadership: An initial conceptual look*. New Zealand Educational Administration and Leadership Society 2016 Conference (NZEALS), Dunedin, NZ.
- Carr, M. & **Holmes, W.T.** (2016, April). *Self-Efficacy measurement: Using a self-mentoring self-efficacy scale with instructional coaches In North Carolina*. Conference on Applied Learning in Higher Education (CALHE) 2016: The Future of Applied Learning conference. St Joseph, MO.
- **Holmes, W.T.** (2016, March). *Instructional leadership and classroom walk-throughs to guide school improvement*. Presented to instructional leaders in Ambergris Caye Belize. San Pedro, Belize.
- Carr, M. & **Holmes, W.T.** (2015, October). *Self-mentoring: Using relationships and teams to build confidence and self-efficacy*. Paper presented at the 8th Annual Mentoring Conference Proceedings: New Perspectives in Mentoring: A Quest for Leadership Excellence & Innovation. Albuquerque, New Mexico.
- **Holmes, W.T.** (2009, April). *Peer-to-peer video walks*. Presented at the Lessons from the Learners Conference, Park City, UT. **(Invited Presentation)**

State/Regional/Local

- **Holmes, W.T.** (2017, October). *The motivating language of two high achieving principals leading continuously improving schools: A qualitative study*. Paper presented at the Northern Rocky Mountain Educational Research Association (NRMERA), Boulder, CO.
- **Holmes, W.T.**, & Young, S. (2017, October). *Culturally sustaining instructional leadership: Perspectives from Native American public school principals in Wyoming and Montana*. Paper presented at the Northern Rocky Mountain Educational Research Association (NRMERA), Boulder, CO.
- **Holmes, W.T.** (2017, October). *Culturally sustaining instructional leadership: The voice of two high-achieving minority female principals*. Paper presented at the Northern Rocky Mountain Educational Research Association (NRMERA), Boulder, CO.
- Hvidston, D. J., McKim, C. A., & **Holmes, W. T.** (2017, October). *Recommendations for improving the supervision and evaluation of principals based on the perceptions of principals*. Paper presented at the Northern Rocky Mountain Educational Research Association (NRMERA), Boulder, CO.

- Hvidston, D. J., McKim, C. A., & **Holmes, W. T.** (2017, March). *Recommendations for improving the supervision and evaluation of principals based on the perceptions of principals*. Paper presented at the Professional Studies Research Symposium, University of Wyoming, Laramie, WY.
- **Holmes, W.T.** (2017, March). *A first look at the paws online replacement assessment*. UW Educational Leadership - School Leader ECHO Project, Laramie, WY.
- **Holmes, W.T.** (2017, February). *Communication tips for school leaders*. UW Educational Leadership - School Leader ECHO Project, Laramie, WY.
- **Holmes, W.T., & Parker, M.A.** (2016, October). *The antecedent variables to motivating language theory: Helping to get connected*. Paper presented at Northern Rocky Mountain Educational Research Association (NRMERA), Reno, NV.
- **Holmes, W.T.** (2016, February). *The clap framework: A formula for school improvement and teacher leadership*. Presented at the Watson College of Education Professional Development Schools Beginning Teacher Days. Wilmington, NC.
- **Holmes, W.T.** (2016, February). *Behavioral integrity + credibility = trust [a necessary function for] motivating language theory*. Poster session presented at the North Carolina Association for Research in Education (NCARE), Charlotte, NC.
- **Holmes, W.T.** (2015, November). *Leadership, what is it and how can you get involved?* Presented at the Watson College of Education Professional Development Schools Beginning Teacher Days, Wilmington, NC.
- **Holmes, W.T.** (2013, April). *Nevada advisory council on parental involvement and family engagement*. Presented at the Nevada Legislature, Carson City, NV.
- **Holmes, W.T.** (2007, June). *Leadership development in CCSD*. Presented at the Atlanta Public Schools Leadership Retreat, Atlanta, GA.
- **Holmes, W.T.** (1993, Spring). *FrEdMail*. Presented at the California Computer Using Educators Annual Conference, Palm Springs, CA. **(Invited Presentation)**

- **Accepted**

National/International

- **Holmes, W.T., & Young, S.** (2017). *Culturally sustaining instructional leadership: Perspectives from Native American public school principals in Wyoming and Montana*. University Council for Educational Administration (UCEA), Denver, CO.
- **Holmes, W.T.** (2017). *Culturally sustaining instructional leadership: The voice of two high-achieving female minority principals*. New Zealand Educational Administration and Leadership Society (NZEALS) 2018 Conference, Auckland, NZ.

State/Regional/Local

- None at this time

• In Development/Submitted

- Parker, M.A., & **Holmes, W.T.** (2017). *Testing the non-nil null hypothesis: How much motivating language does a leader need to use?* American Educational Research Association (AERA), New York, NY. July 24, 2017.
- **Holmes, W.T.** (2017). *The motivating language of two high achieving principals leading continuously improving schools: A qualitative study.* American Educational Research Association (AERA), New York, NY. July 24, 2017.

Grants

• Awarded

- Spring 2016 – Title: UNCW ETEAL Applied Learning Project – Development of an Educational Public Policy Internship with an Applied Learning Focus connecting North Carolina Educational Issues and National Educational Policy Makers. Role: Project Leader and PI. Funded Amount \$3500.
- Spring 2016 – Title: Watson College of Education Dean’s Research Mini-Awards – Research and Travel Grant - *The leadership development needs of principals in Belize and Haiti.* Role: Travel Grant in order to conduct research and teach. Served as PI. Funded Amount \$1,585.
- Spring 2016 – Title: UNCW / WCE / DEL Research/Scholarship Award - Travel Grant to Present at the NZEALS 16 Conference - Presentation: Culturally sustaining instructional leadership: An initial conceptual look and to Present at the University of Newcastle, Australia – Three Presentations: 1) *Culturally sustaining instructional leadership: An initial conceptual look*, 2) *Leadership communications for effective and strategic school leadership*, and 3) *The CLAP framework for school and district improvement.* Role: Travel grant for scholarship. Served as PI. Funded Amount \$3,000.
- Spring 2016 - Title: UNCW Global Travel Grant for Faculty – Travel Grant to Present at the NZEALS 16 Conference - Presentation: Culturally sustaining instructional leadership: An initial conceptual look. Role: Travel grant for scholarship. Served as PI. Funded Amount \$2,000.
- Fall 2015 – Title: UNCW Center for Teaching Excellence - Applied Learning Research Cooperative. Self-Efficacy Measurement: Constructing a Self-Mentoring Efficacy Scale. Co-Awarded with Dr. M. Carr. Role: To learn how to conduct research. Served as Co-PI. Funded Amount \$500 Fall 2015

• Not-Accepted

- Fall 2015 – Title: UNCW Cahill Grant for Faculty Scholarship – Submitted Faculty Scholarship Grant to work in the Field of Superintendent/Board Relations in Support of Superintendent Voices in the Field. Role: Conduct Research. Serve as PI. Amount \$5,000.

Professional Affiliations

- Member – American Association of School Administrators
- Member – Association for Supervision and Curriculum Development
- Member – Clark County Association of School Administrators - Retired
- Member – Clark County Association of Elementary School Principals – Retired
- Member – National Association of Elementary School Principals
- Member – National Association of Secondary School Principals
- Member – Nevada Association of School Administrators
- Member – North Carolina Association for Research in Education
- Member – Northern Rocky Mountain Education Research Association
- Member – Wyoming Association of School Superintendents
- Member – Wyoming Association of Elementary and Middle School Principals

Service

National/International

- Service to Academy – Reviewer – Development and Learning in Organizations: An International Journal
- Service to Academy – Reviewer – Journal of Research in Education – Eastern Education Research Association: EERA

State/Regional/Local

- Member of Executive Committee – Wyoming Association of School Superintendents
- Past Vice-Chairman – State of Nevada Advisory Council on Parental Involvement and Family Engagement
- Past President – Computer Using Educators of Southern Nevada
- UW Educational Leadership Sponsor/Advisor: UW ECHO School Leadership Pilot Project (Building Level/School Leader)

College and Department

- Service to College – Member – Research Work Group Trustees Education Initiative University of Wyoming 2017 - Current
- Service to College – Member - Watson College of Education Curriculum Committee 2014-2016
- Service to College – Member – Watson College of Education Public Policy Committee 2015-2016
- Service to Department – Member – UNCW Educational Leadership Department Educational Administration Professor Position Hiring Committee – Spring 2016
- Service to Department – Member – UNCW Educational Leadership Department Curriculum and Instruction Professor Position Hiring Committee – Spring 2015

Dissertation Advising/Committees

Chair/Co-Chair

- **Completed**

Chair of all the following UNCW committees; however, when left institution moved to Co-Chair Status per Institution Policy

- DiGaudio, C. – Co-Chair – *The mobility of middle level principals in NC.* Completion: May 2017 – UNCW.
- Martin, A. – Co-Chair – *The characteristics of superintendent's with successful long term superintendent-board relationships in and out of the state of North Carolina: A case study approach.* Completion: May 2017 – UNCW.
- Olmstead, M. – Co-Chair – *The impacts of school administration on special education teacher retention: A case study.* Completion: May 2017 – UNCW.
- Waddell, T. – Co-Chair – *It all comes down to communicating with the teachers: A narrative case study of middle school principals' leader language.* Completion: May 2017 – UNCW.
- Baysden, L. – Chair – *Factors contributing to the lack of implementation of college-going culture by school leaders.* Completion: July 2016 – UNCW.
- Tomlinson, D. – Co-Chair – *An evaluation of school security measures of an eastern North Carolina school district.* Completion: December 2015 – UNCW.

- **In-Process**

- Farley, Margaret - Chair – Doctoral Project. Completion Target: May 2018 - UWYO.
- Cox, Brian – Co-Chair – Doctoral Project. Completion Target: TBD - UWYO.
- Crowson, Kenneth – Chair – Doctoral Project. Completion Target: TBD – UWYO.
- Hurm, Val – Chair – Dissertation. Completion Target: TBD – UWYO.

Chair of all the following UNCW committees; however, when left institution moved to Co-Chair Status per Institution Policy

- Edwards, E. – Co-Chair – *National board certification and pre-service preparation impacts of UNC system institutions.* Completion Target: December 2017 – UNCW.
- Williams, B. – Co-Chair - *The superintendent communication practices of NC Triangle 5 districts: A motivating language mixed methods study.* Completion Target: December 2017 – UNCW.
- Anderson, S. – Co-Chair – *The relationship between trust and instructional coaches in NC.* Completion Target: May 2018 – UNCW.

- Hunt, F. – Co-Chair – *The motivating language choices of successful teachers in low socio-economic classrooms*. Completion Target: May 2018 – UNCW.
- Scott, L. – Co-Chair – *The impact of high school counselors on high school student college selection*. Completion Target: May 2018 – UNCW.
- Mountford, E. – Co-Chair – *An explanatory look at the early formation of middle level principal learning teams*. Completion Target: Summer 2018 – UNCW.

Member

- **Completed**
 - Causey-Pope, P. – Committee Member – *The evaluation of early childhood accreditation on community college instructional practices* – May 2017 - UNCW.
- **In-Process**
 - Dzioewgo, Cory – Committee Member – *Educational leader feedback tailored to support student learning: Its impact on results* – UWYO.
 - Gammon, Leighton – Committee Member – *TBD* - UWYO
 - Kidd, Shay – Committee Member – *Using the van hiele model for geometry to analyze the common Core state standards for mathematics* – UWYO.
 - Olt, Phillip – Committee Member - *Understanding the Experiences of Federal Compliance Officers at Small, Liberal Arts Colleges* – UWYO.
 - Torstenbo, Nancy – Committee Member – *A Survey of Wyoming Principals Regarding Training and Performance Needs* – UWYO.

Masters Advising/Committees

Chair

- **Completed**
 - Broaddus, M. – Committee Chair – *The importance of early childhood education for disadvantage families*. May 2016 – UNCW.
 - Brown, B. – Committee Chair - *Quality childcare for all children regardless of their socio-economic status*. May 2016 – UNCW.
 - Burch, P. – Committee Chair – *Making outside time a healthy positive adventure in child care*. May 2016 – UNCW.
 - Johnson, D. – Committee Chair – *Professional development and its impact on enhancing early childhood educators and children’s educational experience*. May 2016 – UNCW.
 - Riggins, R. – Committee Chair – *Teaching diverse children and supporting their families: Examining early childhood teachers’ perceptions of preparation*. May 2016 – UNCW.

- Smith, V. – Committee Chair – *Benefits of school gardening in early education*. May 2016 – UNCW.
- Somerville, C. – Committee Chair – *The effects of challenging behavior in preschool*. May 2016 – UNCW.
- Tuttle, E. – Committee Chair – *Promoting acceptance of diversity*. May 2016 – UNCW.
- Hilton, K. – Committee Chair - *Electronic coaching strategies in inclusive classrooms in rural North Carolina*. April 2015 – UNCW.

Member

- **Completed**

- Hansley, K. – Member – *The stages of deployment: A military handbook for teachers*. Dec. 2015 – UNCW

Current Advising Load

- UWYO Masters Students = 40