

# William T. Holmes, Ed.D. “Toby”

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307.766.3187

## 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 UWYO COE Academic Writing Fellowship
- Awarded – Twelve CCSD RAVE 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**

- Carr, M.L., & **Holmes, W.T.**, Flynn, K. Using mentoring, coaching, & self-mentoring to support public school educators. *The Clearing House: A Journal of Educational Strategies, Issues and Ideas*. Advance online publication. <http://dx.doi.org/10.1080/00098655.2017.1316624>
- **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**

- **Holmes, W.T.**, & Carr, M.L. Motivating language and self-mentoring: A training program supporting the development of leaders in organizations. *Development and Learning in Organizations: An International Journal*. April 16, 2017.

- **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 (NAASP) Bulletin*. April 6, 2017.

- **Holmes, W.T., & Parker, M.A.** The relationship between behavioral integrity, competence, goodwill, trustworthiness, and motivating language of a principal. *Educational Management Administration & Leadership*. May 2, 2017.
- **Under Revision**
  - **Holmes, W.T.** Culturally sustaining instructional leadership: The time has come. *Urban Education*. April 19, 2017.

#### **Non-Refereed**

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

#### **Works in progress**

- **Manuscript, In Development**
  - **Holmes, W.T., & Young, S.** *CSIL and principals of public schools serving native american students: What have we learned?* (study under development).
  - **Holmes, W.T., Teman, E., & Waddell-Hill, T.** *The motivating language of elementary and middle school principals: A qualitative study.* (study under development). Targeted journal – TBD.

#### **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 2017, 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.* NZEALS 2016 Conference, 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. 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

- 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**

- *None at this time*

**State/Regional/Local**

- *None at this time*

- **In Development/Submitted**

- **Holmes, W.T.** (2017). *Culturally sustaining instructional leadership: The voice of two high-achieving minority female principals*. (UCEA) University Council for Educational Administration, Denver, CO. May 9, 2017.
- **Holmes, W.T., & Young, S.** (2017). *Culturally sustaining instructional leadership: Perspectives from Native American public school principals in Wyoming and Montana*. (UCEA) University Council for Educational Administration, Denver, CO. May 9, 2017.
- Parker, M.A., **Holmes, W.T.** (2017). *Pre-service preparation for initial service in the superintendency by university programs*. (UCEA) University Council for Educational Administration, Denver, CO. May 9, 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
- 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**

- Cox, B. – Co-Chair – Doctoral Project. 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.
- Scott, L. – Co-Chair – *The impact of high school counselors on high school student college selection*. 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: December 2017 – UNCW.
- Hunt, F. – Co-Chair – *The motivating language choices of successful teachers in low socio-economic classrooms*. Completion Target: December 2017 – UNCW.
- Mountford, E. – Co-Chair – *An explanatory look at the early formation of middle level principal learning teams*. Completion Target: December 2017 – UNCW.

## **Member**

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

## **Masters Advising/Committees**

### **Chair**

- **Completed**
  - Broadus, 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 = 30