

Patricia Ryan Pal
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Education

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| PhD in Higher Education Research
Texas Tech University
<i>Dissertation title: “Women University Presidents’ Perceptions of Legitimacy: Intersections with Career Pathways, Fit Within Institutional Culture, and Leadership Styles”</i> | May 2018 |
| MA in Higher Education Administration
Boston College | May 2011 |
| BS in Management—Marketing Concentration
Boston College | May 2007 |

Teaching Experience

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| <i>Assistant Professor of Practice</i>
<i>Instructor</i>
<i>Area of Management, Texas Tech University</i> <ul style="list-style-type: none">○ <i>MGT 4373 Leadership Ethics</i>○ <i>MGT 4385 Recruitment, Selection, & Retention</i>○ <i>MGT 3374 Managing Human Resources</i>○ <i>MGT 3370 Organization & Management</i>○ <i>MGT 5371 Managing Organizational Behavior & Organizational Design</i>○ <i>MGT 5372 Leadership & Ethics</i>● Prepared and taught courses for face-to-face and online delivery for undergraduate Management students and Rawls MBA students (STEM MBA, Online MBA, PMBA)● Utilized a variety of teaching methods including lectures, guest speakers, and case studies to provide an engaging learning environment.● Used technology to support the courses and allow for flexibility during Covid and beyond | August 2022 – Present
August 2021 – May 2022 |
| <i>Adjunct Faculty</i>
<i>Higher Education Program, Texas Tech University (Graduate)</i> <ul style="list-style-type: none">○ <i>EDHE 5001 Crisis Management and Legal Aspects in Higher Education</i>○ <i>EDHE 5001 Qualitative Inquiry</i>○ <i>EDHE 5321 The Administration of Higher Education</i>○ <i>EDHE 5332 Student Services in Higher Education</i> (Spring 2017; Graduate Part-Time Instructor/Instructor of Record)● Created the syllabi and course content for online and face-to-face delivery of | August 2018 – August 2021 |

- courses to master's and Ed.D. students in the Higher Education program.
- Utilized technology to support asynchronous and synchronous course components
- Designed Blackboard courses for learner engagement, quality online instruction, and accessibility
- Taught practitioners in the field of higher education

Professional Experience

Instructional Designer September 2018 – August 2019, June 2020 – May 2021
eLearning & Academic Partnerships, Texas Tech University

- Consulted with faculty at the university level on designing effective online and hybrid courses
- Collaborated with an academic program on the redevelopment of their online courses program-wide for consistency and to improve the student experience
- Evaluated courses for quality using the Open SUNY Course Quality Review (OSCQR) rubric and reviewed results with faculty
- Conducted accessibility reviews and trainings with faculty

Associate Director of Admissions September 2009 – June 2014
Assistant Director of Admissions August 2007 – September 2009
Newbury College

- Supervised members of the admission staff
- Managed communication flow to prospective students
- Cross-trained with financial aid
- Planned and executed admission events
- Traveled to represent the college
- Counseled students through the admissions process

Research Experience

Research Assistant August 2014 – May 2018
Education, Psychology, & Leadership, Texas Tech University
Faculty supported: Dr. Stephanie J. Jones, Dr. Shirley Matteson, Dr. Valerie O. Paton

- Supported research activities for qualitative and mixed-methods studies
- Provided support for journal editorship, including working with authors, copyediting, and layout editing
- Prepared papers for conferences and publication
- Presented at conferences including AERA and ASHE

Publications

Peer-Refereed Publications

Jones, S. J., & Pal, P. R. (2023). Perceptions of Department Chair Roles and Responsibilities in Career Progression and Success of Women STEM Faculty. *Journal of Women and Minorities in Science and Engineering*. DOI: 10.1615/JWomenMinorScienEng.2023043829

- Pal, P. R., & Jones, S. J.** (2023). End of a presidency: Perceptions about derailed leaders based on gender. *Journal of Women and Gender in Higher Education*, 13(1), 16-36.
- Paton, V. O., Yi, S. Schiffecker, S., Arellano, L., & **Pal, P. R.** (2023). Students' perceived importance-satisfaction gaps in vertical transfer experiences. *Community College Journal of Research and Practice*.
<https://doi.org/10.1080/10668926.2023.2192694>
- Jones, S. J., & **Pal, P. R.** (2022). Social role and role congruity influences on perceived value of women's leadership at southwestern research universities. *Journal of Women in Educational Leadership*, 1-35. <https://digitalcommons.unl.edu/jwel/283>
- Jones, S. J., & **Pal, P. R.** (2021). Men's perceptions of the value of women leaders in higher education. *Advancing Women in Leadership*, 40(1), 108-119.
- Pal, P. R., & Jones, S. J.** (2020). Effects of the culture and climate of doctoral-granting institutions on the career aspirations of women midlevel student affairs professionals. *Journal of Women and Gender in Higher Education*, 13(1), 16-36.
- Pal, P. R., McNaughtan, J., & Garcia, H.** (2019). Defining mid-level career motivation and primary responsibilities in international higher education. *New Directions for Higher Education*, 2020(189), 103-116.
- McNaughtan, J., & **Pal, P. R.** (2019). Crafting the message: The complex process behind presidential communication in higher education. *Journal of Research on the College President*, 3, 13-38.
- Ryan (Pal), P. M., Matteson, S. M., & Paton, V. O.** (2018). Learning to collaborate: Intersections of the classroom and community. In T. T. York, A. S. Tinkler, & B. E. Tinkler (Eds.), *Service-learning to advance access and success: Bridging institutional and community capacity* (pp. 181-209). Charlotte, NC: Information Age Publishing.
- Paton, V. O., Elliot, R. W., Barnard-Brak, L., & **Ryan (Pal), P. M.** (2015). Vertical transfer success: Hispanic student perceptions of transfer and transition issues. *Journal of College Orientation and Transition*, 22(2), 40-60.

Book Reviews

- Pal, P. R.** (2020). Book Review: Facing an exponential future: Technology and the community college. *Community College Review*, 48(4), 455–457. <https://doi.org/10.1177/0091552120942300>

Technology Reviews

- Pal, P. R.** (2018). Submittable for hosting and assessing student work. *Community College Enterprise*, 24(1), 65-69.

Presentations

Peer-reviewed academic presentations

Pal, P. R., & Williams, F. I. (2024, August). *The elephant in the classroom: Adapting to the newest member of the class – AI*. Session presented at the Teaching & Learning Conference at Academy of Management (TLC @ AOM).

Pal, P. R., & Jones, S. J. (2022, April). *How do we talk about leaders? An exploration of discourse and gender surrounding university presidents*. Paper accepted at the American Education Researchers Association (AERA) conference, virtual.

Jones, S. J., & **Pal, P. R.** (2021, April). *End of a presidency: Perceptions of derailed leaders based on gender*. Paper presented at the American Education Researchers Association (AERA) conference, virtual.

Jones, S. J., & **Pal, P. R.** (2021, April). *Department chair roles and responsibilities in department collegiality and equity*. Paper presented at the American Education Researchers Association (AERA) conference, virtual.

Jones, S. J., & **Pal, P. R.** (2020, November). *Women professors' and administrators' perceptions of the value of women leaders in research universities*. Paper presented at the Association for the Study of Higher Education conference, virtual.

Pal, P. R., Paton, V. O., McNaughtan, J., & Jones, S. J. (2019, November). *Leading the institution: The link between leadership styles and legitimacy for women presidents at doctoral-granting universities*. Paper presented at the Association for the Study of Higher Education conference, Portland, OR.

Ryan (Pal), P. M., & Jones, S. J. (2018, April). *Women and working mothers in student affairs: Campus climate and career aspirations*. Paper presented at the 2018 Annual Meeting of the American Education Research Association, New York, NY.

Pal, P. R., & Jones, S. J. (2018, November). *Work-life culture for women with children in student affairs at doctoral-granting institutions*. Paper presented at the Association for the Study of Higher Education conference, Tampa, FL.

Jones, S. J., & **Pal, P. R.** (2018, November). *The value of women leaders: Perceptions of men faculty and administrators*. Paper Presented at the Association for the Study of Higher Education conference, Tampa, FL.

McNaughtan, J. L., & **Pal, P. R.** (2018, November). *Crafting the message: The complex process behind presidential communication in higher education*. Paper presented at the Association for the Study of Higher Education conference, Tampa, FL.

Ryan (Pal), P. M., & Jones, S. J. (2018, April). *Women and working mothers in student affairs: Campus climate and career aspirations*. Paper presented at the 2018

Annual Meeting of the American Education Research Association, New York, NY.

Ryan (Pal), P. M., McNaughtan, J., Lertora, I., & Garcia, H. (2018, March). *Why are we here and what do we do? Motivations for careers in international higher education and primary work responsibilities*. Paper presented at the 2018 Comparative and International Education Society conference, Mexico City, Mexico.

Ryan (Pal), P. M., & Jones, S. J. (2017, November). *Career aspirations of women midlevel student affairs administrators*. Paper presented at the Association for the Study of Higher Education conference, Houston, TX.

Ryan (Pal), P. M., AlMekdash, M. H., Paton, V. O., & Elliott, R. (2017, November). *Vertical transfer: Perceptions of underrepresented minority and non-underrepresented minority students*. Round table presented at the Association for the Study of Higher Education conference, Houston, TX.

Jones, S. J., & **Ryan (Pal), P. M.** (2017, November). *Women leaders in the highest research universities: The effects of institutional culture and climate on leadership aspirations and success*. Poster session presented at the Association for the Study of Higher Education, Houston, TX.

Ryan (Pal), P. M., & Paton, V. O. (2017, August). *Leadership legitimacy: Women and the university presidency*. Paper presented at the 2017 Texas Higher Education Symposium, Austin, TX.

Watson, C., Self, J. S., Villareal, D., Dunhan, M. G., Morris, C., Matteson, S. M., **Ryan (Pal), P. M.,** & Paton, V. O. (2017, August). *Developmental math in the stem degree pathway: Perspectives from developmental math students attending rural community colleges*. Paper presented at the 2017 Texas Higher Education Symposium, Austin, TX.

Ryan (Pal), P. M., Al Mekdash, M. H., Paton, V. O. (2016, December). *Collaborative qualitative research teams: A classroom experience*. Round table presented at the 1st Annual Qualitative Research Conference, Lubbock, Texas.

Jones, S. J., & **Ryan (Pal), P. M.,** (2016, November). *Being nontraditional in the traditional world of higher education: A study of social and academic integration of nontraditional students*. Paper presented at the Association for the Study of Higher Education conference, Columbus, OH.

Ryan (Pal), P. M., Al Mekdash, M. H., Cremeans, L., Youngblood, T., Acharya, G., Hogan, L. M., Bates, J. E. F., & Paton, V. O. (2016, August). *Developmental math and the STEM degree pathway: Voices from Texas developmental math leads and instructors*. Paper presented at the Texas Higher Education Symposium, Austin, TX.

Ryan (Pal), P. M., Phillips, L. L., Cremeans, L., & Koricich, M. (2016, August). *Factors Affecting Sustainability of Small, Private Colleges: Tuition Discount, Net Price,*

& *Enrollment*. Paper presented at the Texas Higher Education Symposium, Austin, TX.

Ryan (Pal), P. M., Paton, V. O., & Al Mekdash, M. H. (2016, August). *Vertical transfer at Hispanic Serving Institutions*. Paper presented at the Texas Higher Education Symposium, Austin, Texas.

Ryan (Pal), P. M., & Paton, V. O. (2016, February). *Vertical transfer: Student experiences during the transfer process*. Paper presented at the 2016 Regional Symposium for Student Success & Retention, Lubbock, TX.

Ryan (Pal), P. M., & Paton, V. O. (2015, August). *Vertical transfer at Hispanic Serving Institutions*. Poster session presented at the Texas Higher Education Symposium, San Antonio, TX.

Ryan (Pal), P. M., & Phillips, L. L. (2015, April). *Low income college access*. Paper presented at Bearing our Banners Far and Wide: Advocacy, Social Justice, and the Cultural Dimensions of Poverty Mini-Conference, Lubbock, TX.

Invited Presentations

Ryan (Pal), P. M. (2017, August). *Leadership legitimacy: Women and the university presidency*. Texas Star Showcase presentation at the 2017 Texas Higher Education Symposium, Austin, TX.

Professional Presentations

Pal, P. R. (2024, March 4). Women's Leadership. Presentation for the monthly meeting of the Lubbock Junior League.

Irani Williams, F. & **Pal, P. R.** (2024, February 22). The Role of AI in Effective Recruitment and Retention Strategies. Presentation for the monthly meeting of the Lubbock Society for Human Resource Management.

Pal, P. R. (2023, May 18). Shaping the Future of Work. Presentation at the Lubbock Chamber of Commerce Business Expo.

Pal, P. R., & Knight, T. (2021). Accessibility for all: Building partnerships with faculty to prioritize accessibility. Presentation for the TxDLA conference, virtual.

Pal, P. R., & Knight, T. (2020). Building an accessibility toolbox: Working with faculty to ensure accessible online courses. Roundtable presented at the Innovative Learning Summit, virtual.

Pal, P. R., Leach, L., & Mayfield, C. (2020). Hybrid learning across borders: Designing courses for online and local learning. Paper presented at the Innovative Learning Summit, virtual.

Leach, L., Mayfield, C., **Pal, P. R.,** & Cattell, A. (2018, February). *Best practices in*

online learning. Panel session at the 15th Annual Advancing Teaching and Learning Conference, Luck, TX.

Cantrell Robinson, E., Tindle, K. J., **Ryan (Pal), P. M.**, & Jones, S. J. (2017, April). *The ascent to leadership: A panel discussion on women leaders in higher education*. Panel session presented at the 33rd Annual Conference on Women, Lubbock, TX.

Cantrell Robinson, E., Tindle, K. J., **Ryan (Pal), P. M.**, LeGrande, T., & Jones, S. J., (2017, April). *The effects of organizational culture and climate on higher education women's career and leadership aspirations*. Panel session presented at the Texas Women in Higher Education 2017 Conference, San Marcos, TX.

Cremeans, L., Phillips, L. L., **Ryan (Pal), P. M.**, & Al Mekdash, M. H. (2017, March). *Developmental math as a gateway to STEM degree completion: Perceptions of developmental math leads*. Paper presented at the National Association for Developmental Education 2017 Conference, Oklahoma City, OK.

Ryan (Pal), P. M., Paton, V. O., Ducheneaux, S. D., Phillips, L.L., & Cremeans, L. (2017, February). *Research, collaboration, and action: Intersections within a STEM degree accelerator grant*. Panel session presented at the 2017 Regional Academic Engagement Symposium, Lubbock, TX.

Green, B., **Ryan (Pal), P. M.**, Al Mekdash, M. H., & Atiles, J. (Coordinators/Organizers). (2015, July). *Passports to international engagement*. Panel session at the Without Boundaries: Enhancing Global Engagement and Impacts APLU Commission on International Initiatives and Council on Engagement and Outreach Joint Summer Meeting, Estes Park, CO.

Grants

Paton, V. (Co-Principal), Little, T. (Co-Principal), **Ryan (Pal), P. M.** (Supporting), Al Mekdash, M. H. (Supporting), "Texas Regional STEM Degree Accelerator," Sponsored by Educate Texas, Private, \$549,971.00. (October 2015 – September 2018).

Service Highlights

Service to the Area

- Coordinator for Undergraduate BBA in Management (Fall 2024 – Present)
- Area of Management Curriculum Review Committee Member (Fall 2023 – Present)
- Area of Management Teaching Excellence Committee Chair (Fall 2022 – Present)

Service to the College

- Societal Impact Task Force
 - Member (Spring 2023 – Summer 2024)
 - Chair (Summer 2024 – Present)
- Rawls College of Business Undergraduate Core Curriculum Working Group Member (Spring 2024)

Service to the University

- Strategic Enrollment Planning Working Group Member (Fall 2023-Spring 2024)

Professional Development

- TeMPO Program (TLPDC) (Fall 2023)
- Institute for Inclusive Excellence (2022-2023)
- Workshop, "Groundwork Program," Texas Tech University - TLPDC, Lubbock, TX. (May 25, 2016 - May 27, 2016)

Awards and Honors

- AI Mini Grant Recipient, Fall 2024
- Lawrence Schovanec Teaching Development Scholarship, 2024
- Departmental Excellence in Teaching Award, 2024
 - *Led the development of the application for the Area of Management as chair of the Teaching Excellence Committee*
- Nominated for the Jerry Rawls Teaching Award (An award based on student nominations), Fall 2023
- People's Choice Award, Three Minute Thesis, Texas Tech University, October 2017
- Golden Key Honor Society Inductee, June 2017
- Love of Learning Award, Phi Kappa Phi, November 2016
- Phi Kappa Phi Honor Society Inductee, Texas Tech University Chapter, November 2015
- J.T. and Margaret Talkington Fellowship, Texas Tech University, August 2014 – May 2018