

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 with Marketing Concentration
Boston College | May 2007 |

Teaching Experience

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| <i>Assistant Professor of Practice</i>
<i>Adjunct Faculty</i>
<i>Area of Management, Texas Tech University</i> <ul style="list-style-type: none">○ <i>MGT 4373 Leadership Ethics</i>○ <i>MGT 3374 Managing Human Resources</i>○ <i>MGT 3370 Organization & Management</i>○ <i>MGT 5371 Managing Organizational Behavior & Organizational Design</i> <ul style="list-style-type: none">• Prepared and taught courses for face-to-face and online delivery for undergraduate and graduate business students.• 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 and post-Covid. | 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> (Summer 2018, 2020, 2021)○ <i>EDHE 5001 Qualitative Inquiry</i> (Fall 2019)○ <i>EDHE 5321 The Administration of Higher Education</i> (Fall 2018)○ <i>EDHE 5332 Student Services in Higher Education</i> (Spring 2017; Graduate Part-Time Instructor/Instructor of Record) <ul style="list-style-type: none">• Created the syllabi and course content for online and face-to-face delivery of courses to master's and Ed.D. students in the Higher Education program.• Utilized technology to support asynchronous and synchronous course components | August 2018 – August 2021 |

- Designed Blackboard courses
- Taught practitioners in the field of higher education

Research Experience

Research Assistant for Dr. Stephanie J. Jones June 2017 – May 2018
Education, Psychology, & Leadership, Texas Tech University

- Supported research activities for qualitative and mixed-methods studies on women in student affairs leadership, campus climate and culture for women in STEM and STEM-related fields, and the social value of women in leadership
- Provided support for journal editorship including working with authors, copyediting, and layout editing
- Prepared ASHE conference 2017 paper on the career aspirations of women in midlevel student affairs positions
- Prepared AERA conference 2018 paper on the career aspirations of mothers and non-mothers student affairs midlevel administrators
- Worked on additional research assignments as needed

Research Assistant for Dr. Shirley Matteson January 2017 – May 2017
Curriculum and Instruction, Texas Tech University

- Provided support for EDHE 6310 Higher Education Research Seminar course
- Coordinated multi-institutional (five community colleges) qualitative research project on the experiences of developmental math enrollment for students pursuing STEM degrees in support of the Educate Texas Regional STEM Degree Accelerator grant for West Texas
- Conducted qualitative research study on utilizing community based participatory research within graduate education

Research Assistant for Dr. Valerie O. Paton August 2014 – December 2016
Education, Psychology, & Leadership, Texas Tech University

- Managed IRB process at multiple institutions for mixed-methods study on vertical transfer experiences
- Conducted and analyzed data for vertical transfer experiences study
- Supported research activities for qualitative studies on metrics for community engagement and developmental math in the STEM degree pathway
- Provided Blackboard support for online and hybrid courses
- Prepared proposals for presentations and grants
- Provided editorial support for journal publication submissions and guest editor work for the Journal of Higher Education Outreach and Engagement

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
- Worked with K-12 authors on the design and development of an courses for TTU K-12
- Presented at local and national conferences on best practices in online learning
- Conducted accessibility reviews and trainings with faculty

Associate Director of Admissions

September 2009 – June 2014

Newbury College

- Supervised members of the admission staff
- Selected, trained, and supervised Admission Ambassadors
- Managed communication flow including emails to prospective students
- Cross-trained with financial aid to ensure students completed the FAFSA and provided prospective students with guidance as they made their college decision
- Oversaw placement testing for the summer registration program
- Collaborated with First Year Programs to coordinate the summer orientation program and fall course registration
- Planned and executed admission events
- Traveled to represent the college
- Counseled students through the admissions process

Assistant Director of Admissions

August 2007 – September 2009

Newbury College

- Planned and executed admission events
- Traveled to represent the college
- Counseled students through the admissions process
- Taught a First-Year Seminar section in the Fall 2008 semester

Publications

Peer-Refereed Publications

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*, 1-20. <https://doi.org/10.1080/26379112.2023.2202859>

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*, 1-14. <https://doi.org/10.1080/10668926.2023.2192694>

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*. (Accepted 4/7/23)

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

Presentations

Peer-reviewed academic presentations

- 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., & 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).

Professional Service

- Session Chair, Association for the Study of Higher Education (ASHE), Houston, TX. (November 2017)
- Proposal reviewer, Association for the Study of Higher Education (ASHE). (June 2017)
- Session Chair, American Education Research Association, San Antonio, TX. (April 2017)
- Session Chair, Association for the Study of Higher Education (ASHE), Columbus, OH. (November 2016)
- Election Committee Member for the Committee of International Higher Education, Association for the Study of Higher Education (ASHE). (May 2016 - August 2016)

Professional Development Activities Attended

- Workshop, "Groundwork Program," Texas Tech University - TLPDC, Lubbock, TX. (May 25, 2016 - May 27, 2016)
- Conference Attendance, "Advancing Teaching & Learning Conference," Teaching, Learning, and Professional Development Center - Texas Tech University, Lubbock, TX. (March 4, 2016)

Awards and Honors

- 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