

Alfred Chris Torres

Curriculum Vitae

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ACADEMIC AND ADMINISTRATIVE APPOINTMENTS

Associate Professor of Educational Policy and Leadership, University of Michigan, Aug 2022 – Present
Associate Professor of Educational Administration, Michigan State University, July 2020 – Aug 2022
Associate Director: University Council on Educational Administration (UCEA), May 2020-Aug 2022
Assistant Professor of Educational Administration, Michigan State University, Aug 2016 – June 2020
Assistant Professor of Educational Leadership, Montclair State University, September 2013-July 2016
Doctoral Faculty, Teacher Education & Development Program (PhD), Sep 2015-July 2016

EDUCATION

PhD, Teaching and Learning – Urban Education, New York University, 2013
MA, Early Childhood Education, Mercy College, 2005
BA, Psychology, Yale University, 2003

RESEARCH INTERESTS

Teacher recruitment and turnover, teacher/principal careers, “no-excuses” charter schools, policy implementation, student disciplinary methods in high poverty schools, school and district level leadership, school turnaround, district governance, charter management organizations, school choice, qualitative and mixed method research, portfolio management models, teacher hiring and selection processes

PEER-REVIEWED AND PRACTITIONER JOURNAL ARTICLES

Torres, A.C. (2024). Are Resources and Demands from Accountability Policies Productive? How Leaders Build District Capacity in Response to School Turnaround Policy. *Journal of Educational Administration*. <https://doi.org/10.1108/JEA-10-2023-0248>

Torres, A.C., & Laski, M. (September 1, 2024*). Breaking the “Egg-Crate” Model of Schooling. *Educational Leadership*, 82(1), 20-25. *Practitioner Article
<https://ascd.org/el/articles/breaking-the-egg-crate-model-of-schooling>

Torres, A. C. (2024). Principals or Agents? How State Education Agencies Build Trust to Balance Support and Accountability in Turnaround Policy Implementation. *Educational Administration Quarterly*, 60(2), 191-225. <https://doi.org/10.1177/0013161X241234329>

Torres, A.C. (2023). Causal Stories and Problem Definitions: How Policymakers and Superintendents Frame School Turnaround. *AERA Open*, 9. <https://doi.org/10.1177/23328584231186425>

Torres, A.C. (September 1, 2023*). Repairing the Leaky Bucket: Research points to key actions school leaders can take to hire and retain good teachers. *Educational Leadership*, 81(1), 9-13. <https://www.ascd.org/el/articles/repairing-the-leaky-bucket> *Practitioner Article

Torres, A.C., Waldron, S., Burns, J. (2023). Compliance, Chaos, or Coherence? How Superintendents, Districts, and Schools Craft Coherence from School Turnaround Policy. *Educational Evaluation and Policy Analysis*, 46(1), 133-159. <https://doi.org/10.3102/01623737231161363>

Burns, J., Harbatkin, E., Strunk, K., **Torres, A.C.**, Mcwain, A., & Waldron, S. (2023). The Efficacy and Implementation of Michigan’s Partnership Model of School and District Turnaround: Mixed-Methods Evidence from the First Two Years of Reform Implementation. *Educational Evaluation and Policy Analysis*, 45(4), 622-654. <https://doi.org/10.3102/01623737221141415>

Hashim, A., **Torres, A.C.***, & Nader, J. (2021). Is more autonomy better? How school actors perceive school autonomy and effectiveness and the role of internal and external contingencies. *Journal of Educational Change*. <https://doi.org/10.1007/s10833-021-09439-x>
*First authorship for this manuscript is co-equal with Ayesha Hashim.

Bulkley, K., **Torres, A.C.**, Hashim, A., Woodward, S., Marsh, J., Strunk, K.S., & Harris, D. (2021). From Central Office to Portfolio Manager in Three Cities: Responding to the Principal-Agent Problem. *American Journal of Education*, 127(4), 1-30.

Torres, A.C., Bulkley, K., & Kim, T. (2020). Shared Leadership for Learning in Denver’s Portfolio Management Model. *Educational Administration Quarterly*, 56(5), 1-37. DOI: 10.1177/0013161X20906546

Golann, J.W., & **Torres, A.C.** (2020). Do No-Excuses Disciplinary Practices Promote Success? *Journal of Urban Affairs*, 42(4), 617-633. <https://doi.org/10.1080/07352166.2018.1427506>

Torres, A.C. (2019). If They Come Here, Will They Fit? A Case Study of an Urban No-Excuses Charter Organization’s Teacher Hiring Process. *Urban Education*, 1-31. <https://doi.org/10.1177/0042085919860564>

Torres, A.C., & Gilzene, A. (2019). Hybrid Educational Leadership Preparation: Enhancing Flexibility and Engagement with Technology. *Journal of Leadership Studies*, 13(2), 1-5.

Kershen, J., Weiner, J., & **Torres, A.C.** (2019). Control as Care: How Teachers in “No Excuses” Charter Schools Position Their Students and Themselves. *Equity and Excellence in Education*, 51(3-4), 265-283. <https://doi.org/10.1080/10665684.2018.1539359>

Torres, A.C. (2018). Push, Pull, Tap and Switch: Understanding the Career Decisions of Charter School Leaders. *Leadership and Policy in Schools*, 19(2), 171-189. <https://doi.org/10.1080/15700763.2018.1513155>

Torres, A. C., Bulkley, K., & McCotter, S. (2018). Learning to Lead in Externally Managed

and Standalone Charter Schools: How Principals Perceive Their Preparation and Support. *International Journal of Leadership in Education*, 22(3), 261-278.
DOI: 10.1080/13603124.2018.1450994

Torres, A. C., & Weiner, J. M. (2018). The new professionalism? Charter teachers' experiences and qualities of the teaching profession. *Education Policy Analysis Archives*, 26(19).
<http://dx.doi.org/10.14507/epaa.26.3049>

Mavrogordato, M., & **Torres, A.C.*** (2018). Charter School Leadership and Exclusionary Discipline: Navigating the Intersection of Equity, Autonomy and Accountability. *Journal of Cases in Educational Leadership*, 21(4), 12-24. DOI: 10.1177/1555458917751568
*Authorship for this manuscript is co-equal

Torres, A. C. (2016). The Uncertainty of High Expectations: How Principals Influence Relational Trust and Teacher Turnover in No Excuses Charter Schools. *Journal of School Leadership*, 26(1), 61-91.

Torres, A. C. (2016). Is this work sustainable? Teacher turnover and perceptions of workload in charter management organizations. *Urban Education*, 51(8), 891-914. NOTE: Published online in 2014.

Weiner, J. & **Torres, A.C.** (2016). Different Location or Different Map? Investigating Charter School Teachers' Professional Identities. *Teaching and Teacher Education*, 53(2016), 75-86.
<http://dx.doi.org/10.1016/j.tate.2015.11.006>

Torres, A. C. (2016). Teacher Efficacy and Disciplinary Expectations in Charter Schools: Understanding the Link to Teachers' Career Decisions. *Journal of School Choice*, 10:2, 171-199.

Torres, A. C., & Chu, E. (2016). Preparation Programs for Alternate Route Teachers: Comparing Teacher Satisfaction with Instruction Aligned to Clinical Practice. *Teacher Education and Practice*, 29(1), 213-240.

Torres, A. Chris (2015). Case Response: "Nobody's Driving the Bus." In Sadeghi, L., & Callahan, K. (Eds.), *Educational Leadership in Action*. New York, NY: Routledge/Taylor & Francis.

Torres, A.C., & Oluwole, J. (2015). Teacher Satisfaction and Turnover in Charter Schools: Examining the Variations and Possibilities for Collective Bargaining in State Laws. *Journal of School Choice*, 9, 503-528. <http://dx.doi.org/10.1080/15582159.2015.1079468>

Torres, A. C. (2014). "Are we architects or construction workers?" Re-examining teacher autonomy and turnover in charter schools. *Education Policy Analysis Archives*, 22(124).
<http://dx.doi.org/10.14507/epaa.v22.1614>

Peer-Reviewed Book Chapters

Torres, A.C. (2022). Classroom Management in "No-Excuses" Charter Schools. Sabornie, E.J., & Espelage, D. (Eds). In *Handbook of Classroom Management, 3rd Edition*. Routledge Publishing.

Torres, A.C. (2020). Comparing Human Capital Management in Three Portfolio Systems. Bulkley, K., Harris, D., & Hashim, A., Marsh, J., Strunk, K. (Eds). In *The End of the “One Best System?” The Changing Nature of Urban Educational Governance*. Cambridge, MA: Harvard Education Press.

Torres, A.C., & Brown, D. (2020). Planning and Oversight in a Portfolio System. Bulkley, K., Harris, D., & Hashim, A., Marsh, J., Strunk, K. (Eds). In *The End of the “One Best System?” The Changing Nature of Urban Educational Governance*. Cambridge, MA: Harvard Education Press.

Byrne-Jiménez, M., Villavicencio, A., Rivera-McCutchen, R. L., & **Torres, A.C.** (2015). Of and With: Stories of Belonging and Forging Multiple Latin@ Identities in Four Voices. In F. Hernandez, E. Murakami, & G. Rodriguez (Eds.), *Abriendo Puertas, Cerrando Heridas (Opening Doors, Closing Wounds): Latinas/os Finding Work-Life Balance in Academia*. Charlotte, NC: Information Age Publishing.

Policy Reports

Torres, C., N. Burroughs, R. Frausel, J. Gardner, D. Zuschlag, & C. Reichel. (2023). *Final Report: The State of the Educator Workforce in Michigan; An In-Depth Look at K-12 Staffing Challenges*. Prepared by Public Policy Associates, with assistance from the Marsal Family School of Education at the University of Michigan and the Office of K-12 Outreach at Michigan State University, on behalf of the Michigan Alliance for Student Opportunity (MASO).
https://mialliance.com/app/uploads/2023/10/Education-Workforce-Study-Report_092823.pdf

“2022 Partnership Turnaround: Year Four Report.” Education Policy Innovation Collaborative Policy Brief (EPIC). September 7, 2022. Retrieved from: https://epicedpolicy.org/wp-content/uploads/2022/09/Yr4_PartnershipRpt_Full.pdf

“2021 Partnership Turnaround: Year Three Report.” Education Policy Innovation Collaborative Policy Brief (EPIC). September 15, 2021. Retrieved from: <https://epicedpolicy.org/partnership-turnaround-year-three-report/>. **Winner of AERA Division L Outstanding Policy Report (Long)**

“2020 Partnership Turnaround: Year Two Report.” Education Policy Innovation Collaborative Policy Brief (EPIC). October 15, 2020. Retrieved from: https://epicedpolicy.org/wp-content/uploads/2020/10/Yr2_PartRpt10.15.20.pdf

“2019 Annual Report Partnership Turnaround: Year One Report.” Education Policy Innovation Collaborative Policy Brief (EPIC). October 7, 2019. Retrieved from: <https://epicedpolicy.org/partnership-turnaround-year-one-report/>

Torres, A.C., & Golann, J.W. (2018). *NEPC Review: “Charter Schools and the Achievement Gap.”* Boulder, CO: National Education Policy Center. Retrieved on April 10, 2018 from <http://nepc.colorado.edu/thinktank/review-no-excuses>

“How teacher turnover and burn-out can undermine the effectiveness of “no-excuses” charter schools” Scholars Strategy Network Policy Brief, September 2015.
<https://scholars.org/contribution/how-teacher-turnover-and-burn-out-can-undermine-effectiveness-no-excuses-charter>

Book Reviews

Review of "I Had No Idea – Clinical Simulations for Teacher Development," by Benjamin H. Dotger. *Teachers College Record*, November 2014.

Podcast and Other Guest Speaker Appearances

Torres, C. (January 11, 2024). "Strengthening the Education Workforce in Michigan." *Next Education Workforce Podcast*. <https://podcasts.apple.com/us/podcast/strengthening-the-education-workforce-in-michigan/id1540617929?i=1000641295752>

Torres, C. (September 1, 2023). "Can Anything Be Done about Teacher Shortages?" *ASCD Connect Podcast*. <https://www.ascd.org/podcasts/can-anything-be-done-to-stop-teacher-shortages>

Invited Expert Reviews

Center on Reinventing Public Education (CRPE) at Arizona State University: Invited Expert Reviewer for 2024 Workforce Innovation Project Report.

WT Grant Foundation (2021 and 2022). Invited expert reviewer for WT Grant Scholars Program.

Cohodes, S. & Parham, K. (2021). Expert reviewer for: "*The Effectiveness of Charter Schools*." Oxford Research Encyclopedia of Economics and Finance.

The Campbell Collaboration (2017). Expert reviewer for: "*No Excuses*" *Charter Schools for Increasing Math and Literacy Achievement in Primary and Secondary Education: A Systematic Review*." <https://www.campbellcollaboration.org/library.html>

What Works for Health: University of Wisconsin (2016). Review of no-excuses charter school model. <http://whatworksforhealth.wisc.edu/program.php?t1=20&t2=2&t3=93&id=555>

Editorials

Torres, A. Chris (2015, March 5). The Lessons and Limits of Successful Charter Schools. *Asbury Park Press*. <http://www.app.com/story/opinion/columnists/2015/03/05/charter-school-successes-nj/24396639/>

Torres, A. C. (2015, March 8). High expectations good for schools. *Courier-Post*. <http://www.courierpostonline.com/story/opinion/2015/03/08/forum-high-expectations-good-schools/24526383/>

CONTRACTS AND GRANTS

2024 **Co-Principal Investigator**. (\$227,500, 2024-2026). Beyond the Test: Understanding How Charter Schools Impact College Outcomes. Massachusetts Institute of Technology (MIT) Blueprint Labs Charter School Research Collaborative. *Principal Investigator: Sarah Cohodes, Co-Principal Investigator: Chris Torres*.

- 2022 **Co-Principal Investigator.** (\$475,000, 2022-2025). The Michigan Education Workforce Project. Public Policy Associates and the Michigan Alliance for Student Opportunity (MASO). *Principal Investigators: Nathan Burroughs and Chris Torres*
- 2022 **Principal Investigator** (*submitted, not funded*). “The Flow of Newcomers Has Become a Flood:” The Project on Attracting and Retaining the New Generation of Teachers. \$495,201, Spencer Foundation Large Grants. *Resubmitted in 2023 and not funded.*
- 2020 **Principal Investigator** (*submitted, not funded, 2% of submissions were funded*). Virtual Reality? Examining Equity, Teacher Careers, and New Working Conditions During a Pandemic. \$50,000, Spencer Foundation COVID-19 Special Call for Grant Proposals
- 2018 **Research Partner – Michigan Qualitative Lead** (\$10,000,000, Michigan Lead: 2018-2020*). Education Research and Development Center: Improving Education Outcomes for Disadvantaged Students in Choice Schools. Institute of Education Sciences (IES). *Principal Investigators: Doug Harris, Joshua Cowen, Julie Marsh, Amy Ellen Schwartz, Katharine Strunk.* *Discontinued my Michigan lead role in 2020 due to the pandemic and fundamental changes in the project design.
- 2018 **Principal Investigator.** (\$24,553, funded 3 district/school comparative case studies through 2019). Partnership Reform: Turning around Michigan Schools. Institute for Public Policy and Social Research (IPPSR): Michigan Applied Public Policy Research Program.
- 2018 **Co-Principal Investigator.** (\$450,000, 2018-2022). Education in Crisis and Decline: Michigan’s Partnership Alternative to School Closure - Survey of Partnership Districts. Michigan Department of Education (MDE). *Principal Investigators: Joshua Cowen, Katharine Strunk, Chris Torres.*
- 2017 **Principal Investigator** (*submitted, received feedback, not funded*). Teacher Hiring Processes and Organizational Fit in Charter Organizations. \$50,000, Spencer Foundation Small Grants.
- 2015 **Research Partner** (\$1,000,000, 2015-2018) The New ‘One Best System?’ Urban Governance and Educational Practice in the Portfolio Management Model. Spencer Foundation: Lyle Spencer Grant. *Principal Investigators: Katy Bulkley, Doug Harris, Julie Marsh, & Katherine Strunk.*

REFEREED PRESENTATIONS

- Torres, A.C. (April, 2024). Principals or Agents? How State Education Agencies Build Trust to Balance Support and Accountability in Turnaround Policy Implementation. Paper presented at the American Educational Research Association Conference (AERA), Philadelphia, PA.
- Torres, A.C.**, Burroughs, N., Frausel, R., Gardner, J., Zuschlag, D. (April, 2024) Exploring Substitute Teacher Experiences in Michigan. Paper presented at the American Educational Research Association Conference (AERA), Philadelphia, PA.
- Burroughs, N., **Torres, A.C.**, Gardner, J., Frausel, R., Zuschlag, D. (April, 2024). Educational Leaders’ Reports on the Status of Michigan’s K-12 Workforce. Paper presented at the American Educational Research Association Conference (AERA), Philadelphia, PA.

- Torres, A.C. (January, 2024). Principals or Agents? How State Education Agencies Build Trust to Balance Support and Accountability in Turnaround Policy Implementation. Paper presented at the Hawaii International Conference on Education (HIC): Honolulu, Hawai'i.
- Torres, A.C. (November, 2023). Principals or Agents? How State Education Agencies Build Trust to Balance Support and Accountability in Turnaround Policy Implementation. Paper presented at the University Council for Educational Administration (UCEA): Minneapolis, Minnesota.
- Torres, A.C. (April, 2023). District Implementation of School Turnaround Policy: Accountability, Capacity-Building, and Superintendent Sense-Making. Paper presented at the American Educational Research Association Conference (AERA), Chicago, Illinois.
- Torres, A.C. (November, 2021). How Policymakers and Superintendents Frame the Causes and Solutions to School Turnaround. Paper presented at the University Council for Educational Administration (UCEA): Columbus, Ohio.
- Torres, A.C. (November, 2021). Superintendent Sensemaking of District Capacity Building and Implementation of School Turnaround Policy. Paper presented at the University Council for Educational Administration (UCEA): Columbus, Ohio.
- Torres, A.C.,** Griskell, C. (November, 2021). Turnaround Superintendents' Insights on Virtual Learning and the Future of Schooling in the Wake of COVID-19. Paper presented at the University Council for Educational Administration (UCEA): Columbus, Ohio.
- Torres, A.C. (April, 2021). Panelist for Division A Mentoring Event: *So I Finally Made It: Insights from Recently Tenured Professors*. Virtual Conference: American Educational Research Association.
- Germain, E., & **Torres, A.C.** (November, 2020). In Competition: Balancing Market Pressures and School Identity. Paper presented at the University Council for Educational Administration (UCEA) Virtual Conference.
- Torres, A.C. – Digital Discussant (November, 2020). Politics of Charter Schools: Accountability, Attendance, and Attrition. Digital Discussion conducted for the University Council for Educational Administration (UCEA) Virtual Conference.
- Torres, A.C.,** Waldron, S., Burns, J. (April, 2020). Compliance or Coherence? Qualitative Case Studies of Michigan Districts Engaged in School Turnaround. Paper accepted for presentation at the American Educational Research Association Conference (AERA), San Francisco, CA (conference cancelled).
- Torres, A.C. (April, 2020). If They Come Here, Will They "Fit?" A Mixed Method Case Study of an Urban No-Excuses Charter Organization's Teacher Hiring Process. Paper accepted for presentation at the American Educational Research Association Conference (AERA), San Francisco, CA (conference cancelled).
- Burns, J., Strunk, K., **Torres, A.C.,** Cowen, J., Auletto, A., Waldron, S., (April, 2020). The Role of the

Local Human Capital Context in School and District Turnaround. Paper accepted for presentation at the American Educational Research Association Conference (AERA), San Francisco, CA (conference cancelled).

Torres, A.C., Waldron, S., Burns, J. (January, 2020). Compliance or Coherence? Mixed Method Case Studies of Michigan Districts Engaged in School Turnaround. Paper presented at the Hawaii International Conference on Education (HIC), Honolulu, HI.

Torres, A.C. (November, 2019). A Mixed Method Case Study of an Urban No-Excuses Charter Organization's Teacher Hiring Process. Paper presented at the University Council for Educational Administration (UCEA) Annual Conference, New Orleans, LA

Torres, A.C., Waldron, S., Burns, J. (November, 2019). Compliance or Coherence? Mixed Method Case Studies of Michigan Districts Engaged in School Turnaround. Paper presented at the University Council for Educational Administration (UCEA) Annual Conference, New Orleans.

Torres, A.C., Bulkley, K., & Kim, T. (April, 2019). Shared Leadership and Teacher Influence in Denver's Portfolio Management Model. Paper presented at the American Educational Research Association Conference (AERA), Toronto, CA.

Torres, A.C., Bulkley, K., Hashim, A., Woodward, S., Marsh, J., Chu, E., Strunk, K.S., & Harris, D. (March, 2019). From Central Office to Portfolio Manager in Three Cities: Responding to the Principal-Agent Problem. Paper presented at the Association for Education Finance and Policy (AEFP), Kansas City, MO.

Burns, J., Auletto, A., Cowen, J., Strunk, K., **Torres, C.,** Waldron, S. (March, 2019). It Takes a Village: A First Look at Partnership Turnaround Reform in Michigan and Implications for the Educator Workforce. Paper presented at the Association for Education Finance and Policy (AEFP), Kansas City, MO.

Torres, A.C., Bulkley, K., & Kim, T. (November, 2018). The Portfolio in Action: How New Governance Models Influence Leadership Around Instruction. Paper presented at the University Council for Educational Administration (UCEA) Annual Conference, Houston, TX

Torres, A.C. (2018). Demystifying the academic job search, Part II: The nuts and bolts. Special session invited panelist. Annual Meeting of the University Council for Educational Administration, Houston, TX.

Torres, A.C. (2018). "Push, Pull, Tap and Switch: Understanding the Career Decisions of Charter School Leaders." Paper presented at the American Educational Research Association Conference (AERA), New York, NY.

Golann, J.W., & **Torres, A.C.** (2018). "A Review of the Literature on the Impact of No-Excuses Discipline." Paper presented at the American Educational Research Association Conference (AERA), New York, NY.

Bulkley, K., Marsh, J., **Torres, A.C.,** Hashim, A., Woodward, S., Strunk, K.S., & Harris, D. (2018).

- “Designing Portfolio Management Models: Enacting the Mechanisms of System Change in New Orleans, Los Angeles, and Denver.” Paper presented at the American Educational Research Association Conference (AERA), New York, NY.
- Torres, A.C. (2018). “Push, Pull, Tap and Switch: Understanding the Career Decisions of Charter School Leaders.” Paper presented at the International Conference on School Choice and Reform, Fort Lauderdale, FL.
- Torres, A.C., & Golann, J.W.** (2017). Do No-Excuses Disciplinary Practices Promote Success? Lessons for School Leaders. Paper presented at the annual Meeting of the University Council for Educational Administration (UCEA), Denver, CO.
- Golann, J.W., & **Torres, A.C.** (August 2017). “When What Works Fails to Work: A Reassessment of Disciplinary Practices at No-Excuses Charter Schools.” Paper presented at the Society for Study of Social Problems (SSSP) Conference, Montreal, CA.
- Torres, A.C. (2017). “Understanding Careers and Principal Mobility in Charter Schools.” Paper presented at the American Educational Research Association Conference, San Antonio, TX.
- Torres, A.C., & Weiner, J.** (2017). “The New Professionalism? Comparing Charter Teachers’ Experiences with Qualities of Teacher Professionalization.” Paper presented at the American Educational Research Association Conference, San Antonio, TX.
- Torres, A.C., & Weiner, J.** (2017). “Understanding Charter Teachers’ Experiences and Qualities of Teacher Professionalization.” Paper presented at the International Conference on School Choice and Reform, Honolulu, HI.
- Torres, A.C. (2016). “Will They Stay or Will They Go? Understanding the Career Decisions of Charter School Principals.” Paper presented at the University Council for Educational Administration Annual Convention, Detroit: MI.
- Torres, A.C. (2016). Demystifying the academic job search: Tips and resources for those considering the professoriate. Special session invited panelist. Annual Meeting of the University Council for Educational Administration, Detroit, MI.
- Torres, A.C. (2016). “Shoulda, Coulda, Woulda . . .”: What We Wish We Had Known Before Becoming a Professor. Special session invited panelist. Annual Meeting of the University Council for Educational Administration, Detroit, MI.
- Torres, A. C., Bulkley, K., & McCotter, S.** (April 2016). “Leading in Charter Schools: The Role of Leaders in Externally Managed and Standalone Charter Schools.” Paper presented at the American Educational Research Association Conference, Washington, DC.
- Torres, A.C., & Oluwole, J.** (April 2016). “Linking Teacher Turnover and Collective Bargaining in Charter Schools: Exploring State Law Variations and Possibilities.” Paper presented at the American Educational Research Association Conference, Washington, DC.

- Torres, A. C., Bulkley, K., & McCotter, S.** (November, 2015). "Learning to Lead in Externally Managed and Standalone Charter Schools: How Principals Perceive Their Preparation and Support." Paper presented at the University Council for Educational Administration Annual Convention, San Diego: CA.
- Torres, A. Chris (April, 2015). "Linking Teacher Turnover and Student Behavior in Charter Organizations: The Negotiation of Order, Resistance, and Relationships." Paper presented at the American Educational Research Association Conference, Chicago, Illinois.
- Torres, A. Chris & Weiner, J.** (April, 2015). "Different Location or Different Map? Investigating Charter School Teachers' Professional Identities." Paper presented at the American Educational Research Association Conference, Chicago, Illinois.
- Torres, A. Chris (November, 2014). "The Uncertainty of High Expectations: How Principals Influence Relational Trust and Teacher Turnover in No Excuses Charter Schools." Paper presented at the University Council for Educational Administration Annual Convention, Washington, DC.
- Torres, A. Chris, & Chu, Elizabeth.** (April, 2014). "Preparation Programs for Alternate Route Teachers: Comparing Teacher Satisfaction with Instruction Aligned to Clinical Practice." Paper presented at the American Educational Research Association Conference, Philadelphia, PA.
- Torres, A. Chris (November, 2013). The Intersecting Influence of Workload and Leadership on Teacher Turnover at No Excuses Charter Schools. Paper presented at the University Council for Educational Administration Annual Convention, Indianapolis, IN.
- Torres, A. Chris (April, 2013). "Are We 'Architects' or 'Construction Workers'? How the No Excuses Model Can Limit Teacher Autonomy in Ways that Affect Teacher Turnover." Paper presented at the American Educational Research Association Conference, San Francisco, CA.
- Austin, K., Chu, E., Gastic, B., & **Torres, A.C.** (March, 2013). How teachers use dual-purpose lessons to teach character in urban public schools. Paper presented at the Annual meeting of the Eastern Sociological Society, Boston, MA.
- Gastic, B., **Torres, A.C.**, & Chu, E. (March, 2013). Skill portfolios of first-year teachers in urban public schools. Paper presented at the annual meeting of the Eastern Sociological Society, Boston, MA.
- Torres, A. Chris (February, 2013). "Divergent Values and "Silenced Voices:" What Is Best for Kids at *No Excuses* Charter Schools?" Paper presented at the Sociology of Education Association Conference (SEA), Asilomar, CA.
- Torres, A. Chris (January, 2013). "Scaling Up: The Role of Teacher Turnover at Charter Management Organization (CMO) Charter Schools." Paper presented at the 2nd Annual International School Choice and Academic Reform Conference, Fort Lauderdale, FL.
- Torres, A. Chris (May, 2010). "Job Engagement and Satisfaction of Teachers at College Preparatory Charter Schools." Presented at the American Educational Research Association (AERA) Conference, Denver, CO.

MEDIA COVERAGE

- The New York Times (2024, February 19). Teachers are Missing More School, and There Are Too Few Substitutes. <https://www.nytimes.com/2024/02/19/us/teacher-absences-substitute-shortage.html>
- Delta College Public Media – PBS/NPR (2023, December 12). Short-Staffed Schools: Teacher Shortage. <https://www.deltabroadcasting.org/blogs/follow-up/shortstaffed-schools/>
- The University Record Newsletter (2023, October 13). Featured: *In the News*. <https://record.umich.edu/newsletters/10-13-23/>
- Merod, A. (2023, October 12). Michigan teacher vacancies double, applicants drop by half since pandemic. *K-12 Dive*. <https://www.k12dive.com/news/michigan-statewide-teacher-shortages/696410/>
- WSJM News (2023, October 11). Michigan Schools Still facing Staffing Shortage. *WSJM 94.9*. <https://www.wsjm.com/2023/10/11/michigan-schools-still-facing-staffing-shortage/>
- McMurty, A. (2023, October 10). Study: Educator Shortage Increasingly Hurting Staff, Students. *Gongwer: Michigan's Home for Policy and Politics*.
- Hermani, J. (2023, October 10). Michigan doesn't have enough teachers. It could get worse. *MLive*. <https://www.mlive.com/politics/2023/10/michigan-doesnt-have-enough-teachers-it-could-get-worse.html&subscribed=google-oauth2%7C105799206714243828057>
- Just, R.L. (2023, October 10). Study: Potentially thousands of Michigan K-12 students without a certified teacher. *Mid-Michigan Now*. <https://midmichigannow.com/news/local/study-potentially-thousands-of-michigan-k-12-students-without-a-certified-teacher>
- Just, R.L. (2023, October 10). Study: Potentially thousands of Michigan K-12 students without a certified teacher. *WWMT: Sinclair Broadcast Group*. <https://wwmt.com/news/state/teacher-shortage-educator-workforce-report-michigan-legislature-2023-k-12-certified-teacher-student-impact-covid-funding-cliff-public-policy-openings-poaching>
- Gallagher, L. (2023, October 9). Education workforce report highlights challenges in Michigan's K-12 Schools: Teacher Absences and Vacancies Impacting Student Learning and School Operations. *Bollyinside News*. <https://www.bollyinside.com/news/education/education-workforce-report-highlights-challenges-in-michigans-k-12-schools-teacher-absences-and-vacancies-impacting-student-learning-and-school-operations/>
- Chambers, J. (2023, October 9). Education workforce report shows challenges facing Michigan's K-12 schools. *Detroit News*. <https://www.detroitnews.com/story/news/local/michigan/2023/10/09/education-workforce-report-shows-challenges-facing-michigans-k-12-schools/71122053007/>

- Kent, J. (2023, October 9). Education workforce study shows impact of teacher shortage. *WILX News*. <https://www.wilx.com/2023/10/09/education-workforce-study-shows-impact-teacher-shortage/>
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AWARDS AND HONORS

- | | |
|------|---|
| 2022 | AERA Districts and Reform SIG Outstanding Publication Award for <i>Challenging the one best system: The portfolio management model and urban school governance (2020)</i> . First author on two chapters. |
| 2022 | AERA Division L Outstanding Policy Report Award (Long): Co-Author |
| 2019 | Outstanding Reviewer: Educational Evaluation and Policy Analysis (EEPA) |
| 2019 | AERA Early Career Scholars of Color Award (Nominee) |
| 2018 | Outstanding Reviewer: Educational Evaluation and Policy Analysis (EEPA) |
| 2013 | University of Michigan NCID Exemplary Diversity Scholar Award |

- 2013 NYU Steinhardt Outstanding Dissertation Award (Finalist)
- 2013 NYU Steinhardt Doctoral Banner Bearer Award - \$500
- 2012 Emerging Education Policy Scholars Program: Thomas B. Fordham and American Enterprise Institute (Selected Participant)
- 2011 Mitchell Leaska Dissertation Award (NYU) - \$5000

INVITED TALKS

- Torres, A.C. (April 4, 2024). Why Substitute Teachers Matter and How Policy and Working Conditions Shape Their Decisions. Invited Talk: Education Policy Initiative Speaker Series: Ford School of Public Policy at the University of Michigan. <https://fordschool.umich.edu/event/2024/why-substitute-teachers-matter-and-how-policy-and-working-conditions-shape-their>
- Hashim, A. & Torres, A.C., (March 24, 2021). Is More Autonomy Better? How School Actors Perceive School Autonomy and Effectiveness in Context. Invited Research Presentation: Annenberg Seminars on Educational Policy, Annenberg Institute, Brown University.
- Torres, A. Chris (April 15, 2020). "IPPSR Forum Reviews School Partnership Progress." Presentation and Invited Panelist to discuss Michigan's Partnership Model and Research Findings. Retrieved from: <http://ippsr.msu.edu/news/ippsr-forum-reviews-school-partnership-progress-now-youtube>
- Torres, A. Chris (March 11, 2020 - *Cancelled Due to Coronavirus*). "Compliance or Coherence? Comparative Case Studies of District Implementation of School Turnaround Policy." Leadership Speaker Series funded by the Institute for Education Sciences (IES) at Vanderbilt University
- Torres, A. Chris (February 28, 2020). Invited Panelist to Discuss Education Policy and School Choice. New Directions in Music Education Conference at Michigan State University.
- Torres, A. Chris (October 2, 2017). "Charter Schools in the United States." Presentation to Argentina Educators Training Program (AETP) hosted by Michigan State University.
- Torres, A. Chris (November 5, 2013). "How School Leaders Influence Teacher Burnout in "No Excuses" Charter Schools." Guest Speaker Series at Seton Hall University.

INVITED GUEST LECTURES

- Torres, A. Chris (March 20, 2019). *Charter Schools in the United States and Michigan*. Current Issues in Education (TE 201), Michigan State University, East Lansing, MI.
- Torres, A. Chris (September 11, 2018). *Charter Schools: Overview, Impacts, and Disciplinary Cultures*. Theories of School-Based Prevention and Psychological Interventions (CEP 918), Michigan State University, East Lansing, MI.

TEACHING EXPERIENCE

University of Michigan

Fall 2024	EDUC 737: Teacher Retention and the Role of School Leadership (MA/PhD)
Winter 2024	EDUC 551: School Organizations and the Policy Environment (MA)
Fall 2023	EDUC 695: Research and Educational Practice (MA)
Winter 2023	EDUC 551: School Organizations and the Policy Environment (MA)
Fall 2022	EDUC 695: Research and Educational Practice (MA)

Michigan State University

Summer 2022	EAD 929: Collaborative Inquiry (EdD)
Spring 2022	EAD 812: Analysis of School Organizations (MA)
Fall 2021	EAD 924: Data and Decision-Making (EdD)
Summer 2021	EAD 929: Collaborative Inquiry (EdD)
Spring 2021	EAD 812: Analysis of School Organizations (MA)
Fall 2020	EAD 924: Data and Decision-Making (EdD)
Fall 2019	EAD 811: Analysis of Teaching and Learning (MA)
Spring 2019	EAD 812: Analysis of School Organizations (MA)
Spring 2018	EAD 812: Analysis of School Organizations (MA)
Fall 2017	EAD 811: Analysis of Teaching and Learning (MA)
Spring 2017	EAD 812: Analysis of School Organizations (MA)
Fall 2016	EAD 811: Analysis of Teaching and Learning (MA)

Montclair State University

Spring 2016	ELAD 680: Leading Curriculum Change: Hybrid ELAD 635: Curriculum, Instruction, & Assessment: Online
Fall 2015	TETD 801: Policy Perspectives on Teacher Education & Teacher

Development (Doctoral)
ELAD 670: Leadership and Policy in Charter Schools
ELAD 680: Leading Curriculum Change: Online

Spring 2015
ELAD 635: Curriculum, Instruction, & Assessment: Online
ELAD 680: Leading Curriculum Change: Hybrid and Online

Fall 2014
ELAD 635: Curriculum, Instruction, & Assessment: Hybrid and Online
ELAD 670: Leadership and Policy in Charter Schools

Summer 2014
TETD 816: School Culture, Leadership, & Teacher Development (Doctoral)

Spring 2014
ELAD 635: Curriculum, Instruction, & Assessment: Hybrid and Online

Fall 2013
ELAD 635: Curriculum, Instruction, & Assessment: Hybrid and Online

Relay Graduate School of Education

Spring 2012
Fall 2011
Creating Effective Presentations (*created online course*)
What It Means to Be a Teacher (*created online course*)

Hunter College: Adjunct Professor

Spring 2011
Fall 2010
Fall 2010
Summer 2010
Spring 2010
Fall 2009
Summer 2009
Practicum II (*includes creation of 2 online modules*)
Practicum I (*includes creation of 2 online modules*)
Diversity and Multicultural Education
Art and Science of Effective Teaching
Practicum II
Practicum I
Diversity: Competencies in the Classroom

New York University: Teaching Assistant

Fall 2009
American Social Movements: 1950s – Present (Undergraduate)

K-12 Teaching Experience

Fall 2005 – Spring 2007
Fall 2003 – Spring 2005
2nd Grade Teacher – Future Leaders Institute Charter School
1st Grade Teacher – PS/MS 279, NYC Teaching Fellows

OTHER PROFESSIONAL AND RESEARCH EXPERIENCE

January 2025 - Present
Education Scholars Training Program Participant (Nominated by Janelle Scott), Scholars Strategy Network: <https://scholars.org/ESTP-2024>

Sep 2016 – May 2017
Fellow, Michigan Educational Policy Fellowship Program (EPFP),

Torres CV: January 2025

Michigan State University, East Lansing, MI.

- August 2012 – May 2013 *Applied Researcher*, Relay Graduate School of Education, New York, NY
- April 2011 – August 2012 *Senior Manager of Online Learning*, Relay Graduate School of Education, New York, NY
- May 2010 – May 2012 *Applied Research Consultant: Data Analysis*, Charter Management Organizations (CMOs) – Uncommon Schools, KIPP
- August 2009 – April 2011 *Senior Manager of Courses*, Teacher U at Hunter College, New York, NY
- May 2009 – August 2009 *Mentor Trainer/Coordinator*, Teacher U at Hunter College, New York, NY
- May 2008 – August 2008 *Education Pioneer Program – Central Office Administration and Applied Researcher: Teacher Recruitment and Leadership Development*, Uncommon Schools, New York, NY
- Sept. 2007- May 2009 *Research Assistant*, Black and Latino Single Sex Male Study (BLMSIS), Metropolitan Center for Urban Education, New York University
- Sept. 2008- May 2009 *Evaluator*, Technical Assistance Center on Disproportionality (TAC/D) in Special Education, Metropolitan Center for Urban Education, NYU
- May 2007- August 2007 *Teaching Fellow Mentor*, NYC Teaching Fellows Program, New York, NY

PROFESSIONAL, PUBLIC, AND UNIVERSITY SERVICE

University of Michigan

- Jan 2024 – July 2024 Marsal Family School of Education Executive Committee (EC)
- Sep 2023 - Present Educational Studies Department Executive Committee (EC)
- Sep 2023 – May 2024 Education Diversity Advisory Committee (EDAC) at MFSOE
- Sep 2023 - Present Respect in Striving for Excellence (RISE) Committee at the University of Michigan’s ADVANCE program: <https://advance.umich.edu/rise/>
- Sep 2022 - Present UCEA Plenary Session Representative (PSR) for University of Michigan
- Jan 2023 - Present Ed Studies Online Program Planning Committee
- April 2023 – May 2024 NCID Anti-Racism Collaborative (ARC) 2023 & 2024 Anti-Racism Research & Community Impact Faculty Fellowship Proposal Reviewer
- March - April 2023 AERA Clark Seminar Mentor (Selected - AERA 2023)

January 2020 – Mar 2024	Associate Editor, <i>Educational Administration Quarterly</i>
January 2019 – June 2023	Editorial Board (invited), <i>Educational Evaluation and Policy Analysis</i>
January 2019 - Present	Editorial Board (invited), <i>Education Policy Analysis Archives</i>
April 2021 - Present	Editorial Board (invited), <i>Urban Education</i>
<i>Michigan State University</i>	
June 2021 – October 2021	Childcare Innovation Fund Advisory Council Member, Michigan Early Childhood Investment Corporation (ECIC), <i>aimed at improving wages & recruitment and retention of staff and families of color in particular</i>
March – April 2021	AERA Clark Seminar Mentor and Division A Mentoring Panelist
Aug 2020 – May 2022	Faculty Equity and Inclusion Committee (FEIC) Member (2020) and Chair (2021), Michigan State University College of Education
June 2020 – Aug 2020	East Lansing Public Schools (ELPS) Elementary Re-opening Committee
April 2020 – April 2021	AERA Co-Program Chair, Division A – Section 1, Leadership
Nov 2019 – May 2020	Michigan State University Provost Search Committee
Jan 2020 – May 2020	College Curriculum Committee (CCC)
December 2019	UCEA Clark Seminar Reviewer (Invited)
May 2019 – July 2019	Undergraduate Research Mentor: Summer Research Opportunities Program (SROP) at Michigan State University
April 2019 – Dec 2019	Search Committee Member: Associate Dean for Equity, Inclusion and Faculty Affairs (EIFA), College of Education
May 2019 – May 2021	Secretary (Elected) – AERA Politics of Education SIG
Feb 2018 – March 2021	Editorial Board (invited), <i>Journal of School Choice</i>
May 2013 – May 2016	AERA (Divisions A, L, and Charter SIG) and UCEA Proposal Reviewer
May 2016- May 2018	Planning Committee Member: International Conference on School Choice and Reform (ICSCR)
Sep 2017 – August 2020	UCEA Plenary Session Representative (PSR) for MSU
Fall 2017 – Spring 2018	Faculty Search Committee (K-12 Educational Administration)
Torres CV: January 2025	

Sep 2017 – May 2018	Department Committee on Academic Policy (DCAP)
May 2016 – May 2018	Co-Program Chair and Planning Committee Member: International Conference on School Choice and Reform Conference (2016-2018)
June 2015 – June 2018	AERA Program Chair: Charters and School Choice SIG (2015-2018)
Sep 2016 – May 2018	College Curriculum Committee (CCC)
Sep 2016 – May 2017	Undergraduate Male Student of Color Mentoring Initiative (University)
Fall 2016	AERA Clark Seminar Proposal Reviewer
Fall 2016	MSU Summer Research Fellowship (SRF) Reviewer

Montclair State University

Jan 2015 – June 2016	Advanced Program Assessment Committee (2015 & 2016)
Mar 2014 – May 2015	Convocation Committee Member (2014 & 2015)
Sep 2015 – March 2016	Member: Counseling Faculty Search Committee (2015)
Sep 2013 – Feb 2015	Member: Educational Leadership Search Committee (2013 & 2014)
Sep 2013 – May 2014	Woodrow Wilson Teaching Fellowship Planning Committee
Jan 2012 – June 2012	Strategic Planning Committee, Lighthouse Academies (National Charter Management Organization)
May 2010 – May 2013	Board President and Trustee, Bronx Lighthouse Charter School

JOURNAL REVIEW EXPERIENCE

Invited Paper Reviewer for the following Journals (2013-Present):

- *American Educational Research Journal (AERJ)*
- *Journal of Educational Administration*
- *Journal of Policy Analysis and Management*
- *Frontiers in Education*
- *The New Educator*
- *AERA Open*
- *American Journal of Education (AJE)*
- *Review of Educational Research*
- *Journal of School Choice*

- *Educational Administration Quarterly (EAQ)*
- *Educational Evaluation and Policy Analysis (EEPA)*
- *International Journal of Educational Leadership (IJEL)*
- *International Journal of Educational Research (IJER)*
- *Journal of Cases in Educational Leadership*
- *Social Science Journal (SSJ)*
- *Leadership and Policy in Schools*
- *Sociology of Education*
- *Journal of School Leadership*
- *Educational Policy*
- *Teachers College Record*
- *Journal of Teacher Education*
- *Educational Policy Analysis Archives (EPAA)*
- *Equity & Excellence in Education*
- *Urban Education*

ADVISING

Primary Advising (Chair)

PhD Degrees in Progress

- Rachel Sherwin – University of Michigan (Start Date: Fall 2023)
- Larry Zhu – University of Michigan (Start Date: Fall 2024), co-chair with Matt Ronfeldt

Graduated EdD Students (Chair)

Capstone on Teacher Coaching and Michigan’s Third Grade Reading Law (2022):

- David Hundt (EdD; K-12 Educational Administration - MSU)
- Elizabeth Mosher (EdD; K-12 Educational Administration - MSU)
- Monica Merritt (EdD; K-12 Educational Administration - MSU)
- Bill Albrecht (EdD; K-12 Educational Administration - MSU)

Capstone on Virtual Educator Network (2021):

- Kelly Anderson (EdD; K-12 Educational Administration - MSU)
- Johnita Porter (EdD; K-12 Educational Administration - MSU)
- Kenneth Horne (EdD; K-12 Educational Administration - MSU)

Capstone on the 3rd Grade Reading Law (2018 - MSU):

- Susan Langdon
- Cathy Dwyer
- Steven Gabriel

PhD Advisees (Chair)

- Lawrence Louis – MSU (Graduated – Fall 2024) – Co-chair with Kristy Cooper Stein
- Soon Young Oh (Advised from 2020-2022; PhD K-12 Educational Administration - MSU)
- Cory Savino (K-12 Educational Administration - MSU) – Graduated December 2019
- Jacqueline Gardner (Ed Policy - MSU) – Co-chair with John Yun, Graduated June 2020

Dissertation and Guidance Committee Service (Non-Chair)

Dissertation Committees (In Progress)

- Alaina Perez (PhD in English and Education, University of Michigan MFSOE)

PhD and EdD Completed Degrees

- Anna Moyer (PhD, Education Policy at Vanderbilt University – Invited External Member)
- Mollie Asiedu (EdD, K-12 Educational Administration – MSU)
- Matthew Dailey (EdD, K-12 Educational Administration – MSU)
- Ryan Miller (EdD, K-12 Educational Administration – MSU)
- Gabbi Stremers (EdD, K-12 Educational Administration – MSU)
- Sandy Waldron (PhD, Educational Policy - MSU)
- Ronetta Wards (PhD, K-12 Educational Administration - MSU)
- Mark McGarry (EdD, K-12 Educational Administration - MSU)
- Ted Jones (EdD, K-12 Educational Administration - MSU)
- Cassandra Sheriff (EdD, K-12 Educational Administration - MSU)
- Amy Auletto (PhD, Education Policy Program - MSU)
- Mary Behm, Sarah Colchin, Jill Waliczek (EdD; K-12 Educational Administration - MSU)
- Christina Hinds, Becky Moore, Jennifer Warner-Leja, Deana Wilbanks (EdD - MSU)
- Dirk Zuschlag (PhD, Education Policy Program - MSU)
- Jason Burns (PhD, Education Policy Program; faculty in Ed. Leadership at Seton Hall University)
- Dave Reid (Education Policy Program; faculty in Ed. Leadership at Seton Hall University)
- Rob Kimball (EdD; K-12 Educational Administration - MSU)
- Karl Nelson (EdD; K-12 Educational Administration - MSU)
- Michael Hubert (EdD; K-12 Educational Administration - MSU)
- Darrius Stanley (PhD, K-12 Educational Administration at MSU, faculty in Ed Leadership at University of Minnesota)
- Gary Kinzer (EdD; K-12 Educational Administration - MSU)
- Carl Sproul (EdD; K-12 Educational Administration - MSU)
- Aileen Myer (EdD; K-12 Ed. Administration - MSU)
- Jeff Hager (EdD; K-12 Educational Administration - MSU)
- Delsa Denise (EdD; K-12 Educational Administration - MSU)
- Nicole Namy (EdD; K-12 Educational Administration - MSU)
- Yulonda Walker (EdD - MSU)

Guidance Committees

- Exam Reader for Alaina Perez (PhD in English and Education, University of Michigan MFSOE)
- Victoria Rilett (PhD in Educational Studies, University of Michigan MFSOE)
- Jae Eun Choi (PhD in Educational Studies, University of Michigan MFSOE)
- Soon Young Oh (K-12 Educational Administration - MSU)
- Sandy Waldron (Education Policy Program - MSU)
- Jacqueline Gardner (Education Policy Program - MSU)
- Lawrence Louis (K-12 Educational Administration - MSU)
- Chanteliese Griskell (K-12 Educational Administration - MSU)

Certification Pathway Advisees:

Michigan State University

1. Danielle Kurajian
2. Kari Scheluber
3. Sara Mead
4. Christina Mancini
5. Jeff Trapp
6. Katrina Smith
7. Moira Thomas
8. Lauren Blakely
9. Nic Bond
10. Uche Uchendu

Montclair State University

- I was primary advisor for roughly 50 certification and MA students over a 3-year period.

ASSOCIATION MEMBERSHIPS, AFFILIATIONS, AND ACTIVITIES

2022-Present	Affiliated Faculty Member of EdHub at University of Michigan
2020-2022	Core Faculty: Institute for Education Sciences (IES) Predoctoral Training Grant (MITTENSS) at MSU
2018-2022	MSU Educational Policy Innovation Collaborative (EPIC) Affiliated Faculty
2018-2022	Institute for Public Policy and Social Research (IPPSR) Affiliated Faculty
2015-Present	Member: Scholars Strategy Network