



# Review

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THE UNIVERSITY COUNCIL FOR EDUCATIONAL ADMINISTRATION  
Located on the campus of The Pennsylvania State University

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## PRIMIS EDITORIAL BOARD APPOINTED: Executive Committee Names 60 to *Educational Administration: The UCEA Document Base*

On May 13 in Philadelphia, the UCEA Executive Committee revised the policy and procedures for the Editorial Board of *Educational Administration: The UCEA Document Base*, published in collaboration with McGraw-Hill Primis. Until that time, the editorial function had been carried out by the seven domain teams of the UCEA Project on Knowledge and Research in Educational Administration.

Responsibilities of the new board include selecting documents for insertion into the Primis document base. In making selections, the board will consider the entire extant corpus of relevant writings, as well as new scholarship. The board may also foster knowledge development by commissioning original work, examining research from other fields with potential relevance to educational administration, and sponsoring other activities related to enhancing the research standards, ethics, and methods of our field.

UCEA is proud to announce the following appointments. Only nominees who have agreed to serve have been listed.

Executive Editorial Team: **Wayne K. Hoy**, Executive Editor (Ohio State), **Terry A. Astuto**, Associate Editor (New York University), and **Patrick B. Forsyth**, Associate Editor (UCEA).

Domain I. Societal & Cultural Influences on Schooling

**Kofi Lomotey**, Section Editor (Louisiana State), **Theresa Perry** (Wheelock College), **Henry Giroux** (Penn State), **Ursula Casanova** (Arizona State), **Betty Merchant** (University of Illinois), **Maria L. Gonzalez**, (New Mexico State), **Karen Seashore Louis**, (University of Minnesota), **James R. Bliss** (Rutgers).

Domain II. Teaching & Learning Processes

**Brian Rowan**, Section Editor, (University of Michigan), **Gloria Ladson-Billings** (University of Wisconsin-Madison), **Robert Donmoyer** (Ohio State), **Michael Knapp** (University of Washington), **Anita Woolfolk** (Ohio State), **Mark Smylie** (University of Illinois-Chicago), **Miles T. Bryant** (University of Nebraska), **Nona A. Prestine** (University of Illinois).

Domain III. Organizational Studies

**David L. Clark**, Section Editor, (U. of N. Carolina), **Terry A. Astuto**, (New York University), **Ann W. Hart** (University of Utah), **Alan K. Gaynor** (Boston University), **William P. Foster** (Indiana University), **Ernestine K. Enomoto** (University of Maryland), **Ulrich C. Reitzug** (University of Wisconsin-Milwaukee), **Paula M. Short** (Penn State).

Domain IV. Leadership & Management Processes

**Robert O. Slater**, Section Editor (Texas A & M), **Gary Crow** (University of Utah), **Ellen Goldring** (Vanderbilt), **Paul Thurston** (University of Illinois), **Spencer J. Maxcy** (Louisiana State), **Lynn Beck** (UCLA), **Cecil G. Miskel** (University of Michigan), **Sharon Conley** (University of Maryland).

Domain V. Policy & Political Studies

**William L. Boyd**, Section Editor (Penn State), **Catherine Marshall** (University of North Carolina), **Bruce Cooper** (Fordham), **Douglas E. Mitchell** (University of California-Riverside), **Betty Malen** (University of Maryland), **Martin Burlingame** (Oklahoma State), **Frances Fowler** (University of Miami), **Carolyn J. Kelly** (University of Wisconsin-Madison).

(continued on page 4)

## UCEA CONVENTION '94: HALLOWEEN HAPPENINGS

This year UCEA conventioners will do their pre-trick-or-treating in Philadelphia at the 8th annual convention. The convention will be held October 28-30 at the Doubletree Hotel. This year's theme is "Exploring Conceptions of Community in Education."

On Thursday afternoon, prior to the opening of the convention, the UCEA Plenum will be in session to consider the governance matters before the consortium. The UCEA Graduate Student Symposium will also be held in conjunction with the convention beginning on October 28 with session one and finishing on October 30 with session two. The official opening of the convention takes place Friday at 3:00 PM. with welcomes and the first invited address.

Three invited speakers Ann Lieberman (Columbia Teachers College), Dan Lortie (University of Chicago), and Nel Noddings (Stanford University) have been scheduled.

Ann Lieberman will deliver the opening address on Friday afternoon following the presentation of the 1994 Culbertson Award. Her presentation is titled "Building a Concept of Community through Leadership and Work."

On Saturday evening following the banquet, Dan C. Lortie will deliver the fourth Pennsylvania State University Mitstifer Lecture. Lortie's presentation is titled "Teaching Educational Administration: Reflections on Our Craft." Sunday morning Nel Noddings will speak as the convention's final invited addressee. Her closing address "The Dark Side of Community" will officially wrap up the convention's activities.

The Convention '94 paper sessions, symposia, and "conversations" formats will center around the convention's theme "Exploring Conceptions of Community in Education." These sessions are the heart of UCEA's convention and an outstanding group of scholars and school leaders will attend them. A total of 78 different sessions will be held at the convention.

Between sessions, convention participants can browse through the exhibit area where major publishers will have display tables and/or representatives available to answer questions. The exhibit area will open Saturday from 7:30 AM - 5:00 PM and again on Sunday from 7:30 - 10:30 AM. This is an excellent place to meet a colleague for a cup of coffee and a light snack.

Convention '94 is co-hosted with Temple University. The program co-chairs are Nona Prestine (University of Illinois) and James R. Bliss (Rutgers University). UCEA would like to extend its thanks to the Convention Planning Committee, Temple University, and graduate students and staff who will make the event possible.

Advance registration for the convention must be received at UCEA headquarters by October 8. There will be on-site registration, although fees will be increased slightly. Banquet tickets should be purchased in advance to assure a seat.



**Ann Lieberman** (Columbia Teachers College) is the invited speaker for the opening of the 8th annual UCEA Convention.

Lieberman is a professor and co-director at the National Center for Restructuring Education, Schools and Teaching (NCREST) and Center for School Reform. She is a Past President of AERA. Some of her areas of interest include sociology of education, sociology of organization, and women and society.

Her publications include: *The Changing Context of Teaching* (1992), "Restructuring Schools: Learning From Ongoing Efforts," and "The Meaning of Scholarly Activity and the Building of Community." Her twelfth book, *The "Work" of Restructuring Schools*, is in press with Teachers College Press.

She opens the UCEA Convention with her address "Building a Concept of Community through Leadership and Work"



**Dan C. Lortie** (University of Chicago) will deliver The Pennsylvania State University Mitstifer Lecture for Convention '94. He is the 4th Penn State Mitstifer Lecturer, following 1991's Herbert A. Simon (1991), James S. Coleman (1992), and Charles E. Lindblom (1993).

Lortie, Professor in the Department of Education at the University of Chicago, has authored many articles in the fields of sociology and education. Lortie's book, *Schoolteacher*, is revered as a classic. **Egon Guba** wrote of it, in his 1976 review for *Educational Administration Quarterly*, that "With this volume Dan Lortie established himself as perhaps the premier educational sociologist of today." He began his research on teaching while at Harvard and continued when he moved to the University of Chicago.

His more recent research has been on the principalship and leadership processes, most recently as part of the work of the National Center for Educational Leadership.

His lecture "Teaching Educational Administration: Reflections on Our Craft" will be given at the Convention's banquet dinner on Saturday night.

**Nel Noddings** (Stanford University) will give the Convention's closing address on Sunday.



She is the Lee L. Jacks Professor of Child Education and Acting Dean of Education at Stanford University. Her special research interests include feminist ethics, moral education, and mathematical problem solving. She is Past-President of the national Philosophy of Education Society and President of the John Dewey Society. She was a Phi Beta Kappa Visiting Scholar for the year 1989-1990. In addition to seven books, among them, *Caring: A Feminine Approach to Ethics and Moral Education*, *Women and Evil*, and *Educating for Intelligent Belief or Unbelief*, she is the author of more than one hundred articles and chapters on various topics.

Her closing address is entitled "The Dark Side of Community."

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**City of Brotherly Love  
Welcomes UCEA  
Convention '94**

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The eighth annual UCEA convention will arrive in Philadelphia, October 28-30, 1994 at the Doubletree Hotel. This year's theme is "Exploring Conceptions of Community in Education." The Convention will again include the conversation format along with the traditional paper sessions and symposia to foster interaction. The program co-chairs for Convention '94 **Nona Prestine** (University of Illinois) and **James R. Bliss** (Rutgers University) have worked diligently to prepare an excellent program.

The Doubletree Hotel is located in the center of the business district. The hotel is a modern 26-story hotel with a 4-story glass enclosed atrium lobby. The Doubletree houses the Cage Academic restaurant which overlooks the Academy of Music. Additional facilities in the hotel include a newsstand, gift shop, and an Executive Business Center which offers facsimile and copy machines, personal computers, and secretarial services. For those who would like to keep up their regular exercise routine, there is a swimming pool, jogging track, exercise room, and two raquetball courts.

Philadelphia is one of America's most historically significant cities. The most important historical sites are conveniently located in *Independence National Historical Park*, which contains a dozen buildings open all year. Also located in this historic city are *The U.S.S. Olympia* and *The U.S.S. Becuna*, which are docked at Penn's Landing.

There are also many sightseeing tours available that range from two and one half hours to a full day. The Philadelphia Museum of Art is the third largest art museum in the country with over 500,000 priceless paintings, sculptures, drawings, and more. The Rodin Museum contains the largest collection of Rodin's sculpture outside of France. The University Museum of Archeology and Anthropology contains the largest collection of ancient and primitive cultural artifacts in the country. The Franklin Institute Science Museum and Futures Center houses interactive hands-on scientific exhibits and is credited as the first museum which succeeds at making science fun. The Academy of Natural Sciences is a museum and research center containing anthropological exhibits and displays of rocks and gems. There are many interesting attractions to visit while in town.

## UCEA'S Fifth ANNUAL GRADUATE STUDENT SYMPOSIUM

The 5th annual Graduate Student Symposium will be held in conjunction with the UCEA Convention at the Doubletree Hotel in Philadelphia. The usual four-hour session will be divided into two two-hour sessions, one on Friday, October 28 and one on Sunday, October 30. According to this year's chairperson, **Jackie Stefkovich**, the two sessions are entitled "Turning Research into Writing: Publishing to a Multitude of Conceptions on Community" with **J. John Harris** (U. of Kentucky), **Charles Russo** (U. of Kentucky), **Patricia Ehrensall** (Temple University), **Gloria Guba** (Lampeter-Strasburg High School), and **Laurence Parker** (Temple University); and "The Experiences of Non-traditional Doctoral Students in Educational Administration Programs: Crossroads in Race, Gender, and Social Class" with **Joan Shapiro** (Temple University), **Pam DeJarnette** (Chester -Upland Schools), **Margaret Briggs-Kenney** (Dunbar Elementary), and **Rochelle Robinson** (Kulp Elementary).

Each UCEA institution has been invited to nominate one or two outstanding students to participate in the symposium. UCEA institutions, particularly those proximate to Philadelphia, may wish to nominate more than two students. However, since space is limited, two students must be designated for reserved slots. **Conference registration fees will be waived for participants in the Graduate Student Symposium.**

The Graduate Student Symposium will provide the occasion for students to work closely with symposium faculty and discuss important, contemporary educational issues with colleagues from other institutions. The symposium is always one of the highlights of the UCEA Convention and it promises to be an exciting opportunity for your graduate students.

## Miami University Joins UCEA

Following a site visit by UCEA's President Elect, **Nancy A. Evers** (University of Cincinnati) and a positive recommendation by the UCEA Executive Committee, the Plenum voted by mail ballot to accept the membership application of Miami University (Oxford, Ohio). Founded in 1809, Miami is a state assisted university with an enrollment of 16,000 on its Oxford campus. The Graduate School offers a master's degree in 58 areas and the doctorate in 10.

UCEA enthusiastically welcomes its newest member institution and faculty. Miami University becomes the 54th university in the Consortium, an increase of 10 universities since 1982. The Department of Educational Leadership (phone: 513-529-6825) includes the following faculty members: **Nelda H. Cambron-McCabe** (chair), **Bernard Badiali**, **Laura Baker**, **James Burchyett**, **Dennis Carlson**, **Frances Fowler**, **Richard Hofmann**, **Peter Magolda**, **Gary Payne**, **Richard Quantz**, **Judy Rogers**, **Kate Rousmaniere**, **Charles Skipper**, and **Charles Teckman**. The Dean of the School of Education and Allied Professions is **Jan S. Kettlewell**. Associate Deans are **Sally Lloyd** and **Donald Weber**.

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#### Domain VI. Legal & Ethical Dimensions of Schooling

Legal Dimensions: **Martha M. McCarthy**, Section Editor (Indiana), **Nelda H. Cambron-McCabe** (University of Miami), **Gail Sorenson** (University of North Carolina), **John Dayton** (University of Georgia), **Charles Russo** (University of Kentucky).

Ethical Dimensions: **Barry Bull**, Section Editor (Indiana), **Robert J. Starratt** (Fordham), **Mary Ann Raywid** (Hofstra), **William D. Greenfield** (Portland State), **Thomas Sergiovanni** (Trinity).

#### VII. Economic & Financial Dimensions of Schooling

**James G. Cibulka**, Section Editor (University of Wisconsin-Milwaukee), **Richard G. Rossmiller** (University of Wisconsin-Madison), **James W. Guthrie** (Vanderbilt), **Patrick F. Galvin** (University of Utah), **Marueen W. McClure** (University of Pittsburgh), **David Monk** (Cornell), **Stephen Jacobson** (SUNY Buffalo), **Roberta Derlin** (New Mexico State).

The new policy and procedures established the board with an Executive Editor, two Associate Editors, eight Section Editors (one for each domain except Legal and Ethical Dimensions which will have a Section Editor for law and ethics respectively), and seven Board Members for each of the seven knowledge domains (except Legal and Ethical Dimensions which will have four members for both law and ethics respectively). As with all UCEA editorial appointments, they are for three year terms and they are renewable for an additional term. The initial rotations will be established by chance, terms being set at one, two, and three years.

To shape the new board, UCEA professors were invited to nominate themselves or others. Current domain team members of the Project on Knowledge and Research were polled to determine their interest in continuing. All chairs wished to continue with the project for at least one term. Nominations were then forwarded to the domain chairs (now Section Editors), asking them to nominate a slate for their domains. These slates were then reviewed by the Executive and Associate Editors, who made some adjustments to accommodate diversity concerns. Final recommendations were then submitted to the Executive Committee for approval.

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## IESLP PROGRESS

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The Information Environment for School Leader Preparation (IESLP) project has been a focus of UCEA activity for several years. Responding to the criticism that conventional simulations rely on a deficient concept of administrative work (in-baskets) that cause school leaders excessively to focus on the problems that are most obvious, and the observation that some new simulation efforts are too mechanical, devaluing the importance of face-to-face human interaction, IESLP has emerged as a new approach to leader preparation. IESLP will contain a sophisticated system/environment (school data, data analysis tools, research accessing system, and user monitoring system), along with problem exercises. The approach has been designed to encourage administrator preparation programs to deliver integrated, sequenced programs emphasizing problems of practice, rather than depending on a series of courses in discrete traditional sub-disciplines that have come to dominate the curriculum. It will help put the tools of modern information technology in the hands of school leaders and

create a demand for the capacity to make information based decisions.

IESLP emphasizes what we have called "Problem Finding Exercises," which are consistent with the belief that problem identification and intervention are some of the most critical skills for successful school leadership. These skills are not often taught or coached in existing school leader preparation programs. The problem exercises will be tied closely to the information environment, including the school data, research findings, expert archives, and other resources built into the system.

For nine months the IESLP team has worked with a group of instructional designers and technical experts, to develop a three task funding proposal. The first task is the development of the IESLP system itself, made up of five elements: Problem exercises, the information environment, analytical tools and templates, a navigation engine, and IESLP User's Guide. A second task is the development of Tools and Training for IESLP Instructors, which will include a professional development workshop for faculty users of the system. The third task is the development of Tools and Training for Problem Exercise Developers, which will prepare individuals who want to develop problem exercises utilizing the IESLP system with training and technical specifications.

The funding proposal has been sent out to a limited number of potential funders, both foundations and businesses. The cost of the project is estimated at \$483,000. At this time, about 20 per cent of the external funds have been raised. IESLP promises to be one of the most far reaching projects of UCEA in recent decades. Those interested in learning more or participating in the project should contact Paula M. Short at Penn State University or Patrick B. Forsyth at UCEA.

## Hoy Accepts Fawcett Chair



Professor Wayne K. Hoy of the Rutgers Graduate School of Education has been appointed to the Novice G. Fawcett Chair in Educational Administration at The Ohio State University, effective October 1, 1994. The Fawcett Chair was established as a professorship in 1966 by the Ohio State Board of Trustees on the occasion of Novice

Fawcett's 10th anniversary as president of The Ohio State University. Additional funds to endow the chair were contributed by friends upon his retirement in 1972.

Hoy was President of UCEA in 1977-78 and currently is Executive Editor of the *Educational Administration: The UCEA Document Base* (McGraw Hill). He is coauthor with Professors D. J. Willower and T. L. Eidell of *The School and Pupil Control Ideology* (1967), with Professor Cecil Miskel of *Educational Administration: Theory, Research, and Practice* (1978, 1982, 1987, 1991, & in press), with Patrick B. Forsyth of *Effective Supervision: Theory into Practice* (1986), with John Tarter and Robert Kottkamp, *Open Schools-Healthy Schools: Measuring Organizational Climate* (1991), and his most recent book with C. J. Tarter, *Administrators Solving the Problems of Practice*, published in August by Allyn and Bacon.

# UCEA CASES PROJECT ISSUES CALL

## **PURPOSE**

The UCEA Cases Project is an initiative intended to create a set of materials that will be widely available for use in the programs that prepare educational administrators. Building on a long tradition in UCEA that has made high quality cases available to the professoriate, this project is an ongoing effort that will create an electronic data base of teaching materials that will be updated on an annual basis.

The Editors of the UCEA Cases Project are soliciting case submission to be considered for publication during the current academic year. The initial set of cases will be selected from those that are submitted by December 15, 1994. A second call for cases is likely to be issued during late 1995.

## **REVIEW PROCESS**

All cases will be subject to peer review by the Editorial Board of the UCEA Cases Project. As is customary in most scholarly publications, authors should be prepared to work with the editors in revising manuscripts in accordance with editorial policy. Authors of selected cases will be given appropriate credit in all publication materials.

## **CRITERIA**

In this first call the editors are seeking a wide range of cases that embody relevant and timely presentations of issues germane to the preparation of administrative professionals. Clarity in writing is essential. Particularly encouraged are cases that capture issues currently emerging in the field/or that enable analysis using multiple theoretical perspectives.

## **LENGTH**

Manuscripts should be at least 5 but no more than 15 double-spaced, typewritten pages (i.e., between 1200-3000 words, exclusive of teaching notes.) All manuscripts should be submitted in duplicate.

## **TEACHING NOTES**

All cases should include a 1 page Teaching Note that outlines how the material might be used in the professional preparation of educational administrators.

**Those interested in submitting cases should send TWO COPIES of their manuscript NO LATER than December 15 to:**

**Mary Erina Driscoll, Editor  
New York University  
School of Education  
239 Greene Street  
East 307  
New York, NY 10003-6674**

## 1994 UCEA PLENARY SESSION REPRESENTATIVES

David K. Wiles, SUNY Albany  
 Eugene W. Ratsoy, University of Alberta  
 Ursula Casanova, Arizona State University  
 Anita Hardin, Auburn University  
 Alan K. Gaynor, Boston University  
 Stephen L. Jacobson, SUNY Buffalo  
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 Paula A. Cordeiro, University of Connecticut  
 James C. Doud, University of Florida  
 Barbara L. Jackson, Fordham University  
 James M. Frasher, Georgia State University  
 Karen F. Osterman, Hofstra University  
 Larry W. Hughes, University of Houston  
 Larry McNeal, Illinois State University  
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 Carolyn L. Wanat, University of Iowa  
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 James S. Rinehart, University of Kentucky  
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 Nelda H. Cambron-McCabe, Miami University  
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 Frederick C. Wendel, University of Nebraska-Lincoln

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 Paul A. Pohland, University of New Mexico  
 Mary E. Driscoll, New York University  
 Richard C. Hunter, University of North Carolina-Chapel Hill  
 G. Robb Cooper, Northern Illinois University  
 Richard A. King, University of Northern Colorado  
 I. Phillip Young, The Ohio State University  
 Lynn K. Arney, Oklahoma State University  
 Yvonne Cano, University of Oklahoma  
 Philip K. Piele, University of Oregon  
 Paula M. Short, The Pennsylvania State University  
 Sean Hughes, University of Pittsburgh  
 James R. Bliss, Rutgers University  
 C. John Tarter, St. John's University  
 Vivian W. Ikpa, Temple University  
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 Burnis Hall, Jr., Wayne State University  
 Colleen A. Capper, University of Wisconsin-Madison  
 Ulrich C. Reitzug, University of Wisconsin-Milwaukee

## UCEA EXECUTIVE COMMITTEE

Paul V. Bredeson, UCEA President, University of Wisconsin-Madison (608) 262-3886  
 Nancy A. Evers, UCEA President-Elect, University of Cincinnati (513) 556-6623  
 Terry A. Astuto, Treasurer, New York University (212) 998-5520  
 Zarif F. Bacilius, St. John's University (718) 990-6205  
 Ann W. Hart, University of Utah (801) 581-7642  
 Karen S. Louis, University of Minnesota (612) 624-2590  
 Muriel Mackett, Northern Illinois University (815) 753-1465  
 Pedro Reyes, University of Texas-Austin (512) 471-7551  
 Gail T. Schneider, University of Wisconsin-Milwaukee (414) 229-6490

### Ex-Officio Members:

Patrick B. Forsyth, Executive Director, UCEA (814) 863-7916  
 Rodney J. Reed, Dean, The Pennsylvania State University (814) 865-2526

## UCEA STAFF

Patrick B. Forsyth, Executive Director  
 Paula M. Short, Staff Associate  
 Amy L. LaFavers, Financial Director  
 Patti A. Ellenberger, Secretary  
 Judy A. Alston, Graduate Assistant  
 Kenneth H. Brinson, Jr., Graduate Assistant

# IIP94

## 8th International Visitation Program

Edward Hickcox and Stephen Jacobson



IIP Greenfield Session (L to R): Daniel E. Griffiths (NYU Emeritus), Carol Harris (U. of Victoria), Colin Evers (Monash University), and Peter Ribbins (U. of Birmingham)

From May 15 to May 27, the Department of Educational Administration of the Ontario Institute for Studies in Education (OISE) and the Department of Educational Organization, Administration and Policy at the State University of New York Intervisitation Program in Educational Administration. Held every four years at a different venue around the world, this event brings professors of educational administration, ministry officials and practicing administrators together for keynote addresses, paper sessions and visits to local educational institutions.

Approximately 150 visitors from 18 different countries attended this year's event. IIP94 attracted delegates from Australia, Barbados, Cyprus, England, Germany, Ghana, Hong Kong, India, Malaysia, New Zealand, Nigeria, Norway, Russia, Scotland, Singapore, and South Africa, as well as Canada and the U.S. The first week of the conference was spent in Toronto and the second week in Buffalo. Delegates enjoyed a weekend visiting the natural wonders of Niagara Falls midway through the program.

The theme of the 1994 conference was "Persistent Dilemmas in Administrative Preparation and Practice." The conference began in Toronto with a letter of welcome from Canadian Prime Minister Jean Chretien and some comments on dilemmas facing Ontario education by the Honourable David Cooke, Minister of Education and Training. Keynote speeches were delivered in Toronto by Bernard Shapiro, former Director of OISE and newly appointed Principal of McGill University, Professor Earle Newton

of the University of the West Indies in Barbados, and Professor Richard Bates of Deakin University in Australia. Hugh Petrie, Dean of SUNY at Buffalo's Graduate School of Education, opened the Buffalo session with greetings from New York Governor Mario Cuomo. Keynote addresses in Buffalo were delivered by Professor Larry Cuban of Stanford University, and Dr. Glenda Simms, President of the Advisory Council on the Status of Women in Ottawa, Canada.

A special feature of the Toronto segment was a day of special sessions devoted to the work of the late Thomas B. Greenfield, who had been a professor of educational administration of OISE. In addition to the keynote address by Professor Bates, other notable scholars who presented papers at these sessions were Peter Ribbins from the University of Birmingham, Colin Evers from Monash University, Derek Allison from the University of Western Ontario, R. Oliver Gibson, Professor Emeritus, SUNY/Buffalo, Daniel Griffiths, former Dean at New York University, Laretta Baker from St. Joseph convent in Sidney, and Carol Harris from the University of Victoria in British Columbia.

Approximately sixty papers were delivered by delegates during the five days of paper sessions in Toronto and Buffalo. While we do not have space to list the topics here, suffice it to say that there was a wide variety of titles, and most papers were of extremely high

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quality. With the help of Robert Stevenson of SUNY at Buffalo, we hope to publish a book focusing on persistent administrative dilemmas to be drawn from some of the outstanding papers presented at the conference. In addition, Jim Ryan of OISE and Art Schwartz of the University of Calgary are hoping to publish the collection of papers delivered at the Greefield sessions.

Highlights of the Toronto visitations included an afternoon at the Ministry of Education and Training and small group visits to 20 different schools in Metropolitan Toronto. In Buffalo, delegates visited a variety of schools, including the Buffalo Science Magnet School, as well as a Buffalo high school with a superior program in cooking where the delegates enjoyed a gourmet lunch. Delegates also visited many of the suburban and rural school districts that comprise Western New York, and especially enjoyed riding the districts' yellow school buses and having students serve as their tour guides.

On the social side, Toronto delegates attended a Blue Jays baseball game at the Skydome and a ten course Chinese dinner. In addition some delegates enjoyed major productions at local theaters, as well as visits to museums and libraries in Toronto.

A final luncheon on Friday of the first week featured reviews of the history of IIP by Dan Griffiths and Robin Farquhar. Dan Griffiths also presented a special award in memory of Bill Walker, one of the founders of IIP and a major figure in Australian Educational Administration for many years. The Commonwealth Council for Educational Administration also awarded several fellowships to members who had made major contributions to the field during their careers.

In Buffalo social occasions included an opening cocktail party, a bus tour revealing "Hidden Treasures of Buffalo" and a memorable visit to a game at a gem of a minor league ball park, Pilot Field, home of the Triple A, Buffalo Bisons. A concluding banquet featured remarks by Dick Rossmiller, chair of the IIP Standing Committee, and conference site chairs Steve Jacobson and Ed Hickcox.

An event like IIP94 requires tremendous teamwork and the conference coordinators, Ed Hickcox from OISE and Steve Jacobson from Buffalo, had considerable support. The Toronto team included Jim Ryan, Richard Townsend, Alan Brown, and Dave Marshall (from Nipissing University) as well as a host of other helpers, academics, staff and students. In Buffalo, Bob Stevenson assisted along with Jennifer Beaumont, Jim Conway, Bob Heller, Albert Pautler, and Austin Swanson, in addition to numerous secretarial staff and graduate students.

The objective of IIP94 was to provide a high level of academic and scholarly input, in addition to interesting and significant field experiences. Reactions from most delegates indicate that this goal was achieved. Appreciation is expressed to the delegates who traveled from great distances at considerable expense to contribute to this event. It was a stimulating experience for the organizers as well as for the delegates.

The next IIP is scheduled for the spring of 1998 in Barbados with Professor Earle Newton of the University of the West Indies serving as the site coordinator. In addition, Dr. Ibrahim Bajunid of Malaysia is organizing a regional conference in Kuala Lumpur in 1996.

## PEA CONFERENCE ANNOUNCEMENT

### "National 'Systemic' School Reform: Lessons from the British Experience"

October 27-28, 1994

Ritter Hall, Temple University,  
Philadelphia, PA

Sponsored by  
Politics of Education Association  
and  
School District of Philadelphia

Hosted by  
Temple University's School of Education

**Rationale:** With the recent passage of the "Goals 2000: Educate America Act," the United States embarked on a reform strategy closing paralleling one already underway in Britain since 1988. The national curriculum and assessment scheme in England, and associated tensions between simultaneous moves toward devolution of authority to schools and new modes of central control (over curriculum, assessment, and finance), are now being echoed in the USA. This conference will explore the lessons Americans can learn from the British experience. Eight invited experts from Britain will be featured, with reaction and discussion from invited American experts and the audience.

The conference opens at 3 PM on Oct. 27 and ends in time for the opening of the UCEA Conference on the 28th. The *conference hotel* is the Doubletree Hotel Philadelphia, located on Broad Street at Locust. UCEA Conference rates apply (\$99 single; \$109 double). For reservations, phone the hotel: 215-893-1600. The *conference registration fee* is \$30.00 and includes lunch, two coffee breaks, and a reception hosted by Temple University's School of Education.

**For more information and a conference registration form, write or call:**

The Dean's Office, School of Education,  
245 Ritter Hall, Temple University,  
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## VIDEO TAPES

### Reinventing School:

**A Two-Part Series from  
The UCEA Center on Special Education Leadership Preparation and Field Practices**

The producers highly recommend viewing both videos of this two tape set as a part of preparation programs for leadership development and school community discussions and staff professional development seminars or workshops.

UCEA members \$225 Non-UCEA members \$228  
Tapes are available individually with viewing guides.

#### **Part One: Student Voices in a Learner-Centered School**

Share in the experiences of students, parents, and teachers, who tell what it's like to learn in a school where the students construct their own learning plans, select and arrange resources, and apply what they learn to real life situations of interest to them. At Williston Central School in Vermont, parents, students, and teachers work collaboratively. Teachers are facilitators responsible for all students and are supported by special educators and guidance counselors who act as case managers for students with special needs. They believe all students have special needs, although some students are more challenging than others.

This tape portrays a constructivist model of learning in action where learners take responsibility for their own learning including self-evaluation using quality indicators. This video moves the discourse on school restructuring from governance to the essential elements of teaching and learning. Running length: 48 minutes. VHS only.

UCEA members \$125 Non-UCEA members \$160

#### **Part Two: Gathering the Dreamers: The Transformation Process to a Learner-Centered School**

A group of five teachers, working with supportive school and district leadership created a vision and set of essential behaviors that has led to a student-centered school dedicated to life-long learning. Students, parents, teachers, and administrators describe the critical elements of the Williston School Learning Model and reflect on how commitment to Total Quality Management and continuous improvement transformed their school. The video highlights the challenges of gaining, obtaining, and sustaining community support in a K-8 school of over 950 students and transformational steps taken to reinvent their school. Running length: 45 minutes. VHS only.

UCEA members \$125 Non-UCEA members \$160

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**NATIONAL FORUM**

The Doubletree Hotel Philadelphia  
October 27-28, 1994

### **TRANSFORMATIONAL LEADERSHIP FOR SCHOOL, FAMILY, COMMUNITY PARTNERSHIPS**

October 27, 1994: 8:00 AM - 9:00 PM  
October 28, 1994: 8:00 AM - 12:15 PM

#### **KEYNOTE/FACILITATORS:**

Kathy Briar, Miami U., Oxford, Ohio  
Hal Lawson, Miami U., Oxford, Ohio

#### **KEY ISSUES**

From the University/Community School Model and the Principal as Community Coalition Builder Model, what are the implications for educational leadership curriculum?

Assumptions, values, what choices are there? What are the benefits and potential new outcomes?

What recommendations do exemplary principals who are leading the way in school, family community partnerships have regarding leadership preparation programs?

How does all this inform the concept of transformational leadership?

#### **INTERACTIVE CONCEPTUALLY CHALLENGING PRACTICAL**

Please register me for the Danforth/NPBEA National Forum at the Philadelphia Doubletree Hotel on October 27, 1994.

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

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Mail or fax to :  
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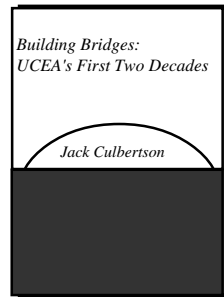
UCEA Introduces:

## Building Bridges: UCEA's First Two Decades

by Jack Culbertson

© UCEA, 1994 • 353 pages

ISBN 1-55996-159-7



“UCEA’s formation and early programs were influenced by American and European ideas. Views expressed in the late 1940s by officers of the W. K. Kellogg Foundation and by members of the American Association of School Administrators (AASA), for example, helped shape UCEA’s mission statement. On the other hand, adapted versions of ideas generated by a group of scholars in Vienna, Austria, provided essential content for UCEA’s first Career Development Seminar. The seminar’s content in turn influenced some of UCEA’s future programs.” (from Chapter 2: “Roots”)

*Contents:*

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|            | <b>Preface</b>                    |
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| <b>2.</b>  | <b>Roots</b>                      |
| <b>3.</b>  | <b>Beginnings</b>                 |
| <b>4.</b>  | <b>Transference</b>               |
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| <b>9.</b>  | <b>The Partnership</b>            |
| <b>10.</b> | <b>The Renewers</b>               |
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| <b>12.</b> | <b>Lessons Learned</b>            |
|            | <b>Indices</b>                    |

“During the 1959-81 period UCEA’s governance was affected by a lengthy struggle for power, considerable discontent among some professors, a major change in decision structures, and potent paradoxes. The struggle for power was rooted largely in UCEA’s two unequal governance structures: the UCEA Board of Trustees and the Plenary Session. . . . As the 1960s unfolded, some Plenary representatives became increasingly dissatisfied with the centralized decision-making of the ‘strong’ UCEA Board.” (Chapter 11: “Governance”)

The cost for the volume is \$26.95, including lowest cost shipping. For special shipping, add \$2.00 handling fee. Send check to UCEA at 212 Rackley Building/University Park, PA 16802-3200, or call (814) 863-7916.

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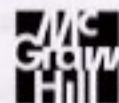
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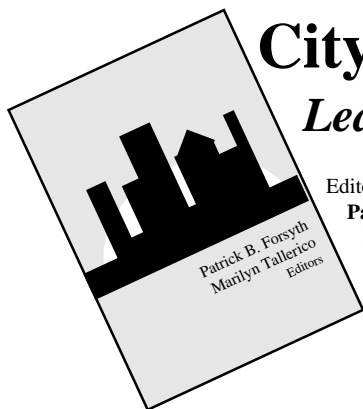
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# City Schools

## Leading the Way

Editors:  
**Patrick B. Forsyth**, UCEA  
**Marilyn Tallerico**, Syracuse U.

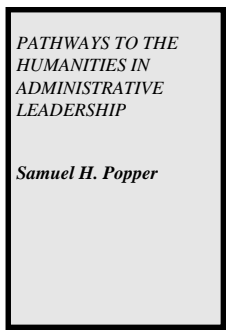
The most critical problems of urban school administration extend far beyond the countless details and crises which monopolize principals' daily worklives. Nine Key "problems of practice" affecting today's urban schools were identified by a specially selected (racial, ethnic, and gender diverse) group of successful city principals, metropolitan youth-serving professionals, and urban university faculty:

### Contents

1. *Understanding the Urban Context and Conditions of Practice of School Administration*  
**Richard M. Englert**
  2. *Motivating Urban Children to Learn*  
**Patrick B. Forsyth**
  3. *Managing Instructional Diversity*  
**Linda F. Winfield, Ruth Johnson, Joanne B. Manning**
  4. *Building Open Climates in Urban Schools*  
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**Robert O. Slater**
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**Laurence J. Parker**
  7. *Governing Urban Schools*  
**Marilyn Tallerico**
  8. *Effecting Change in Urban Schools*  
**William J. Kritek**
  9. *Establishing the Mission, Vision, and Goals*  
**Robert T. Stout**
- Index*

City Principals need an integrated and informed command of these focal issues and tasks to improve the education of urban youth. The chapters in this book review, organize, and integrate information around these critical issues, and provide examples of possible interventions appropriate to the unique context of urban schools.

© 1993, 352 pages  
 D9500-6065-4 (Hardcover) \$46.95 D9500-6066-2 (Paperback) \$23.95



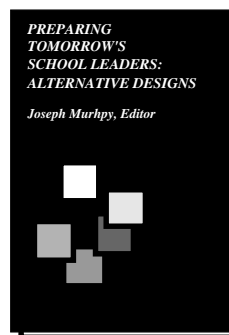
# Pathways to the Humanities in Administrative Leadership

by Samuel H. Popper

Fourth Edition • 275 pages • © 1994 by UCEA  
 ISBN 1-55996-144-9

This fourth, and final, edition of Pathways has been enlarged with a section in which the sociology of sanctions in administrative leadership is connected with accounts of rhetorical skill in the humanities.

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 Vanderbilt University

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## SCHEDULE OF COMING EVENTS

<b>October</b>	<b>26-27</b>	<b>Executive Committee Meeting (Philadelphia, PA)</b>
	<b>27-28</b>	<b>UCEA Plenum (Philadelphia, PA)</b>
	<b>28-30</b>	<b>Graduate Student Symposium (Philadelphia, PA)</b>
	<b>28-30</b>	<b>UCEA 8th Annual Convention (Philadelphia, PA) Double Tree Hotel</b>
<b>November</b>	<b>TBA</b>	<b>Convention '95 Planning (Salt Lake City, UT)</b>
<b>April</b>	<b>18-22</b>	<b>AERA (San Francisco)</b>
	<b>19</b>	<b>EAQ Editorial Board (UCEA/NCPEA/Division A Reception)</b>
	<b>21-22</b>	<b>National Graduate Student Seminar</b>
<b>October</b>	<b>21-22</b>	<b>UCEA 9th Annual Convention (Salt Lake City) Red Lion Hotel</b>