UCEA CONVENTION '89

The Knowledge Base of Educational Administration: Moving Beyond the Theory-Practice Dilemma

Scottsdale, Arizona
Red Lion's La Posada Resort Hotel
October 27-29, 1989

Co-hosted with
Arizona State University

The University Council for Educational Administration
116 Farmer Building
Tempe, AZ 85287-2211
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WELCOME TO THE VALLEY OF THE SUN

When the Executive Committee and the Plenary Session Representatives of UCEA authorized an initial convention dealing with the preparation of educational leaders, hopes were high that such an event would extend two years beyond the first. Those hopes have been realized as I welcome you to the Third Annual Convention of UCEA. The Knowledge Base of Educational Administration: Moving Beyond the Theory/Practice Dilemma, is just about as timely as it can be.

Leaders for America’s Schools has been published, as has Improving the Preparation of School Administrators: An Agenda for Reform. UCEA has had a major role in each report and has once again asserted its leadership in defining the field of preparation for educational leadership. Both reports are rich in their criticisms of current practice and their suggestions for needed reforms. The theme of this year’s convention addresses straight-on the key questions of both reports: Is there an identifiable and justifiable knowledge base for preparing educational leaders? I believe that there is and that this convention will do much to codify it. I hope that you experience the excitement and the opportunity of being associated with truly professionalizing what we are all about.

On behalf of Arizona State University, it is my pleasure to welcome you to the Valley of the Sun and extend sincere best wishes for an enjoyable, stimulating and professionally rewarding conference experience. The program for the third annual University Council for Educational Administration conference, promises a challenging agenda of discussion and debate.

It is ASU’s privilege to be the “home office” for the University Council for Educational Administration and to contribute in this way to the organization’s work on behalf of the future of education in America.

I hope you will have occasion during your visit to learn more about ASU, one of the nation’s most exciting and fastest-developing major universities. The College of Education is characterized by a sense of vitality and purpose. Approximately 125 nationally and internationally recognized faculty members work closely with the college’s more than 2,100 undergraduate and 3,300 graduate students, guiding and mentoring them as teachers and educational administrators for a new decade.

Once again, I extend a warm welcome and hope that you find your visit to Arizona a pleasant and productive one.
UCEA EXECUTIVE COMMITTEE

Robert T. Stout, UCEA President and Arizona State University
Jay D. Scribner, UCEA President-Elect and University of Texas-Austin
Steven T. Bossert, University of Utah
Joella Gipson-Simpson, Wayne State University
John T. Greer, Georgia State University
Richard V. Hatley, U. of Missouri-Columbia
Muriel Mackett, Northern Illinois University
Martha M. McCarthy, Indiana University
Gail T. Schneider, U. of Wisconsin-Milwaukee

Ex-officio members:
Gladys S. Johnston, Arizona State University
Lewis Rhodes, AASA Liaison

1989 CONVENTION COMMITTEE

Convention Chair: Jay D. Scribner
University of Texas-Austin

Co-Host Committee Chairs: M. Scott Norton
Arizona State University
L. Dean Webb
Arizona State University

Program Co-Chairs: Gail T. Schneider
U. of Wisconsin-Milwaukee
James G. Cibulka
U. of Wisconsin-Milwaukee

Planning Assistance: Donald J. Schielke
UCEA

UCEA STAFF

Patrick B. Forsyth, Executive Director
M. Scott Norton, Staff Associate & Treasurer
Robert T. Stout, Staff Associate
L. Dean Webb, Staff Associate
Donald J. Schielke, Graduate Assistant
Jing Luan, Graduate Assistant
Rita D. Gnep, Business Manager
Rachel Kuketz, Instructional Materials Clerk

REGISTRATION

Advance Registration: Use the accompanying form to register in advance, purchase banquet tickets, and reserve boxed-lunches for the noontime Job-Alike sessions. Please note that banquet tickets and boxed-lunches will not be available for purchase on-site. Advance registrations must be received at UCEA headquarters by October 4, 1989. After that date, fees will be increased by $5.00 for all registrants. The first convention session begins at 7:00 p.m. Friday, October 27. The last sessions end at 12:30 p.m. Sunday, October 29. Badges/banquet/boxed-lunch tickets will be mailed to advance registrants. (PSRs should note that the annual UCEA Plenary Session will convene at 2:00 p.m. on Thursday, October 26. Requests for refunds will not be considered after October 4.

On-Site Registration: Although fees will be increased as noted above, on-site registration will be possible at a desk located in the convention foyer alcove of the Red Lion's La Posada Hotel, from 1:00 p.m. to 7:00 p.m. Friday, October 27. Banquet and boxed-lunch tickets must be purchased in advance and will not be available on-site. Plastic badge holders will be available at the on-site registration desk.

HOUSING AND TRANSPORTATION

Participants are responsible for their own transportation and housing arrangements. For group rates at the Red Lion’s La Posada Resort Hotel (the convention site), call (602) 952-0420 and be certain to identify yourself as a UCEA conventioner. Reduced rates for the group are $98.00 for single or double occupancy per night, plus applicable taxes. To receive these special group rates, reservations must be received by the hotel by September 27, 1989. Reservations received after that date will only be accepted on a space and rate available basis. Check-in time is 4:00 p.m. and check-out (for UCEA participants only) is 1:00 p.m. Reservations will not be held beyond 6:00 p.m. unless guaranteed by credit card or advance deposit.

The address of the Red Lion’s La Posada Resort Hotel is 4949 East Lincoln Drive, Scottsdale, Arizona 85253. The hotel is 12 miles (approximately 15 minutes) from the Sky Harbor International Airport (Phoenix). The airport is served by over a dozen major airlines. To the extent that numbers can be handled, complimentary airport transfer service is provided by the hotel with advance notice. The Super Shuttle fare from Sky Harbor to the La Posada is $10.00 and cab fare for the same route is approximately $20.00.
MAP OF PHOENIX/SCOTTSDALE AREA

PERFORMING ARTS AND ENTERTAINMENT

Scottsdale has become a recognized center for the arts in the Southwest, with more than 120 galleries offering a wide variety of fine art, from distinctly western art to contemporary paintings and sculpture. The Scottsdale Center for the Arts, focal point for the award-winning Civic Center Mall, presents a variety of cultural events including Scottsdale Symphony concerts and annual Culinary Arts, Outdoor and Children’s festivals. Arts and Crafts shows as well as continuous art exhibits are featured year-round.

For those participants arriving early for the convention, 57 of Scottsdale’s finest art galleries are open for the unique “Thursday Evening Art Walk.” It is an ideal time for art lovers of every persuasion to become acquainted with all that the Scottsdale art district has to offer.

Arcology is a term used by Paolo Soleri to describe the concept of architecture and ecology working as one integral process. Arcosanti is a prototype Soleri arcology, and energy-efficient town being built by the Cosanti Foundation, north of Scottsdale near Cordes Junction.

Since 1970 thousand of students and professionals have come to Arcosanti to work, attend seminars, conferences, and workshops by Soleri and his staff. The Colly Soleri Music Center offers a program of performing arts. The site is open daily to visitors. Newsweek magazine has described Arcosanti as “probably the most important urban architecture experiment under taken in our lifetime.”

Just a few blocks from the La Posada Resort Hotel, the Cosanti gallery offers a spectacular display of windbells and original Soleri sculptures, graphics and sketches.

Taliesin West, a national landmark, occupies 600 acres of Sonoran desert in the foothills of the McDowell Mountains. Tours include a continuous slide show illustrating the architecture of Frank Lloyd Wright. Of Taliesin West, Wright wrote, “It is a look over the rim of the world.”

Adventurous visitors may enjoy “whitewater” rafting on the Salt and Verde Rivers, blazing trails through the beautiful Sonoran desert either on horseback or as part of a Jeep Tour, or even more exhilarating a hot air balloon ride high above the desert floor.

For more information visitors are urged to call the Scottsdale Chamber of Commerce at (602) 945-8481.

EXHIBITORS
Exhibits will be open all day Saturday, October 28, 8:00 a.m. - 4:30 p.m. in the Navajo Room

Publishing Houses
Allyn & Bacon
ERI Clearinghouse
Holt, Rinehart & Winston
McCutchan
McGraw-Hill
Oryx Press
Prentice Hall
SAGE
UCEA
UCEA Program Centers

Instructional Materials
Professors who have developed unique instructional materials are invited to display them in the exhibit area. No advance arrangements are necessary.
PROPOSAL REVIEWERS

The following individuals generously contributed to the success of this program by carefully reviewing proposals for symposia, papers and alternate format sessions. The program committee and UCEA staff express their appreciation.

Reviewer
Astu, Terry A.
Bacilious, Zarif F.
Bredeson, Paul V.
*Cibulka, James G.
Clear, Delbert K.
Connelly, Mary Jane
Crampton, Faith E.
Daresh, John C.
Evers, Nancy A.
Foley, Walter J.
Forysth, Patrick B.
Gaylor, Alan
Gipson-Sirup, K., Joan, Joella
Gorton, Richard A.
Hatley, Richard V.
Holloway, William H.
Hooker, Richard L.
Hughes, Sean
Kriek, William J.
Layton, Donald H.
Leach, Donald M.
Louis, Karen Seashore
Lynn, Mary Ann
Mackett, Muriel
Malen, Betty
Montello, Paul A.
Mulkeen, Thomas A.
Norton, M. Scott
Ostrander, Kenneth H.
Owens, Robert G.
Pohland, Paul A.
Pounder, Diana G.
Reed, Donald B.
Repa, J. Theodore
Reyes, Pedro
Saxe, Richard W.
*Scheider, Gail T.
Schoppmeyer, Martin W.
Scribner, Jay D.
St. Clair, J. Kenneth
Stephens, E. Robert
Stout, Robert T.
Thompson, David C.
Van Meter, Eddy J.
Wiggins, Thomas
Yates, James R.
*Co-chairs of the 1989 Program

Affiliation
University of Virginia
St. John's University
Pennsylvania State University
Univ. of Wisconsin-Milwaukee
Univ. of Wisconsin-Milwaukee
University of Tennessee
University of Oregon
University of Northern Colorado
University of Cincinnati
University of Iowa
UCEA
Boston University
Wayne State University
Univ. of Wisconsin-Milwaukee
University of Missouri
University of Kansas
University of Houston
University of Pittsburgh
Univ. of Wisconsin-Milwaukee
State Univ. of New York-Albany
Univ. of Wisconsin-Milwaukee
University of Minnesota
Illinois State University
Northern Illinois University
University of Utah
Georgia State University
Fordham University
Arizona State University
University of Washington
Hofstra University
University of New Mexico
University of Utah
Washington State University
New York University
University of Wisconsin-Madison
University of Toledo
Univ. of Wisconsin-Milwaukee
University of Arkansas
Temple University
Oklahoma State University
University of Maryland
Arizona State University
Kansas State University
University of Kentucky
University of Oklahoma
University of Texas at Austin

FRIDAY, OCTOBER 27

CONVENTION '89 PROGRAM

Friday/4:00-6:00 p.m.  Presession 1.1  [Cholla]

GRADUATE STUDENT SEMINAR
Chair: K. Forbis Jordan, Arizona State University
TOPIC: The Reform Agenda of the National Policy Board for Educational Administration: What Should Administrator Preparation Look Like in the '90s?
All graduate students are invited to attend this discussion of recent efforts to reform the process and content of school administrator preparation in the United States.

FACULTY:
Terry A. Astu, University of Virginia
Karen Seashore Louis, University of Minnesota
Cheryl Shakeshaft, Hofstra University
Joseph F. Murphy, Vanderbilt University

Friday/4:00-6:00 p.m.  Presession 1.2  [Ocotillo]

PRESESSION WORKSHOP: Use of Reflective Practice in Administrative Preparation Programs

Coordinators:
Karen F. Osterman, Project Director, Silver Center for Reflective Principals, Hofstra University
Robert G. Owens, Hofstra University
Robert Kottkamp, Hofstra University

FRIDAY/4:00-6:00 p.m.  Presession 1.3  [Saguaro]

PRESESSION: Action Lab for Department Chairs: Intervention Strategies to Increase Faculty Productivity

Facilitators:
Walter H. Gmelch, Washington State University
Rita Seedof, Washington State University

Friday/7:00-8:30 p.m.  Session 2.1  [Camelback Ballroom]

OFFICIAL CONVENTION OPENING AND KEYNOTE ADDRESS

Welcomes:
Robert T. Stout
UCEA President
Elmer R. Gooding
Interim Provost
Arizona State University
Glady S. Johnston
Dean
Arizona State University
Keynote Address:
Donald A. Schöns
Massachusetts Institute of Technology

Friday/8:30-10:00 p.m.  Session 3.1  Fountain Courtyard
CONVENTION RECEPTION
All convention registrants are invited.

SATURDAY, OCTOBER 28

Saturday/8:00-9:30  Session 4.1  Ocotillo
SYMPOSIUM: Beyond Reflection: Critical Framework for Educational Administration
Chair:  Robert B. Denomoyer, The Ohio State University
Participants:
  William P. Foster, University of San Diego
  Robert B. Everhart, Portland State University
  Michael Dantz, Miami University
  Gary Anderson, University of New Mexico

Saturday/8:00-9:30  Session 4.2  Cholla
SYMPOSIUM: Try and Try Again: The 1990's Get THEIR Chance!
Chair:  Charles M. Achilles, University of North Carolina-Greensboro
Participants:
  Charles M. Achilles, University of North Carolina-Greensboro
  Daniel R. Davies
  Donald J. Stedman, University of North Carolina
  William W. Wayson, The Ohio State University

Saturday/8:00-9:30  Session 4.3  Saguaro
SYMPOSIUM: The Principals' Center Summer Institute: A Mechanism for Developing the Knowledge Base of the Principalsship
Chair:  Paul A. Pohland, The University of New Mexico

Saturday/8:00-9:30  Session 4.4  Joshua Tree
VIDEO SIMULATION: Socio-Cultural Determinants of the Knowledge Base in Educational Administration
Participant:
  Fenwick W. English, University of Cincinnati

Saturday/8:00-9:30  Session 4.5  Palo Verde
SYMPOSIUM: Changing a Preparation Program in Educational Administration: Students and Practitioners Speak
Chair:  Charol Shakeshaft, Hofstra University
Participants:
  Lesley H. Browder, Hofstra University
  Audrey Cohan, Hofstra University
  Karen Edwards, Hofstra University
  Michael Epstein, Brooklyn College Academy
  Mary Ann Nolan, Lincoln Avenue School, Sayville, NY
  Irene Nowell, Smithtown School District, Smithtown, NY
  Charol Shakeshaft, Hofstra University

Saturday/8:00-9:30  Session 4.6  Hayden
PANEL DISCUSSION: The Danforth Urban Initiative Project
Chair:  Patrick B. Forsyth, UCEA
Panelists:
  James R. Bliss, Rutgers University
  Richard M. Engler, Temple University
  William J. Kritek, University of Wisconsin-Milwaukee
  Laurence J. Parker, Temple University
  Robert T. Stout, Arizona State University
  Marilyn Tallerico, Syracuse University
  Linda F. Winfield, Johns Hopkins University

Saturday/8:00-9:30  Session 4.7  Goldwater
PAPER SESSION: Processes for Restructuring University Educational Administration Programs
Chair:  M. Scott Norton, Arizona State University
Participants:
• Deliberative Inquiry: A Process to Organize the Knowledge Base of Educational Administration
  Richard L. Andrews, University of Washington
  Kathy K. Mueller, University of Washington
  Stephanie Shea, University of Washington
• A Naturalistic Study of the Reform Process of an Educational Administration Program
SATURDAY, OCTOBER 28

Jim Scheurich, University of Kansas
George J. Crawford, University of Kansas
Tom Skrtic, University of Kansas
• Educational Law and the Design of Preparation Programs
  Tyll van Geel, University of Rochester
• The Knowledge Base for Educational Administration: Serving Many Masters
  Virginia L. Wylie, Valdosta State College
  Robert O. Michael, Valdosta State College
• Administrators in Residence: Theory into Practice, Practice into Theory
  Sean Hughes, University of Pittsburgh
  Nicholas F. DeFigo, University of Pittsburgh
  Joseph Lagana, Alleghany Intermediate Unit
Discussant: J. Theodore Repa, New York University

Saturday/8:00-11:15 a.m. Session 4.8
REFLECTIVE PRACTICE WORKSHOP
Donald A. Schön, Massachusetts Institute of Technology
RESTRICTED PARTICIPATION: A lottery will be held to select participants from among those who wish to attend. To be eligible, you must check the appropriate box on the registration form and your registration must be postmarked no later than SEPTEMBER 15. Selected participants will be notified. Admission by ticket.

Saturday/9:30-9:45 a.m. Coffee Break

Saturday/9:45-11:15 a.m. Session 5.1
SYMPOSIUM: The Knowledge Base of Educational Administration: Strategies for Organizing, Teaching, and Development
Chair: Harry Handler, University of California-Los Angeles
Participants:
  Harry Handler, University of California-Los Angeles
  Naftaly S. Glasman, UCLA & University of California-Santa Barbara
  Rosemary Papalewis, California State University, Fresno
  Richard C. Williams, University of California-Los Angeles
  Joan Bissel, University of California-Irvine

Saturday/9:45-11:15 a.m. Session 5.2
SYMPOSIUM: Narrative: A Bridge Over the Theory/Practice Gap?
Chair: Luvern L. Cunningham

Participants:
  Gary Anderson, The University of New Mexico
  Paul A. Pohlman, The University of New Mexico
  Robert B. Donmoyer, The Ohio State University
  Luvern L. Cunningham, The Ohio State University

Saturday/9:45-11:15 a.m. Session 5.3
SYMPOSIUM: Principals’ Duties and Responsibilities as Depicted by State Policy
Chair: Michael J. Murphy, University of Colorado-Denver
Participants:
  Julia E. Koppich, University of California-Berkeley
  Brad L. Mitchell, The Ohio State University
  Michael J. Murphy, University of Colorado-Denver
  Barnett W. Berry, University of South Carolina
  Martha M. McCarthy, Indiana University

Saturday/9:45-11:15 a.m. Session 5.4
VIDEO SIMULATION: The Development of Consensual Knowledge Through the Systematic Examination of Administrative Practice
Facilitator:
  Allen Menlo, University of Michigan

Saturday/9:45-11:15 a.m. Session 5.5
PAPER SESSION: The Education of Principals
Chair: David C. Thompson, Kansas State University
Participants:
  • An Alternative Model for the Education of Prospective Principals
    Joe Richardson, Georgia State University
    Wanda M. Warner, Norton Elementary School, Snellville, Georgia
    India Podsen, Georgia State University
    Charles L. Fallis, Georgia State University
  • Indicators for Key Skills of National Award Winning Principals
    John E. Walker, Arizona State University
  • Assessing Principal Leader Qualities: Using a Comprehensive Research Strategy
    Thomas D. Gougeon, Washington State University
  • Principal Behaviors and Student Affective Outcomes
    Howard Ehmwe, University of Kansas
Discussant: Thomas Wiggins, University of Oklahoma

Saturday/9:45-11:15 a.m. Session 5.6
PAPER SESSION: Clinical Approaches for Relating Theory to Practice
Chair: Walter J. Foley, University of Iowa
SATURDAY, OCTOBER 28

Participants:
- Utilizing Multiple Frameworks to Integrate Knowledge and Experience in Educational Administration Preparation Programs
  Ulrich C. Reitzug, University of Central Florida
- Learning Research Techniques Through Clinical Applications
  Rodney Muth, Wichita State University
- Knowledge, Theory, and Practice: A Reflective Practice Model for Administrator Preparation
  Muriel Mackett, Northern Illinois University
  G. Robb Cooper, Northern Illinois University
- Administrators' Perspectives on the Value of Clinical Experiences and Preferences for Experience Management
  Jane Clark Lindle, University of Pittsburgh
- Organization and Integration of Knowledge: The Professor, Principal, Intern Triad
  Kathy K. Mueller, University of Washington
  Ken Lyon, University of Washington
Discussant: Nancy A. Evers, University of Cincinnati

Saturday/9:45-11:15 a.m. Session 5.7  Goldwater
PAPER SESSION: Internships and Grounded Theory Models
Chair: Zafir F. Baclious, St. John's University
Participants:
- Selection of the Knowledge Base for Administrative Internship Programs
  Bettye M. Bobroff, University of New Mexico
  Mike Milstein, University of New Mexico
  Nan Restine, University of New Mexico
- The Educational Administration Internship: A Revised Curriculum
  Richard L. Henderson, University of Texas-San Antonio
- Integrating Knowledge in Educational Administration: Moving Beyond Content
  Gordon Donaldson, University of Maine
  Russ Quaglia, University of Maine
- The Knowledge Base in the Superintendency: Grounded Theory from Studies of the Workplace
  William H. Holloway, University of Kansas
Discussant: Richard L. Hooker, University of Houston

Saturday/11:30-1:00 p.m. Job Alike Sessions/Lunch Break  Cholla

Saturday/11:30-1:00 p.m. Session 6.1  Cholla
JOB ALIKE
Topic: Chairs/Program Leaders
Convener: M. Scott Norton, Arizona State University

SATURDAY, OCTOBER 28

Saturday/11:30-1:00 p.m. Session 6.2  Saguaro
JOB ALIKE
Topic: Finance Professors
Convener: David C. Thompson, Kansas State University

Saturday/11:30-1:00 p.m. Session 6.3  Saguaros
JOB ALIKE
Topic: Law Professors
Convener: Joan Curcio, University of Florida

Saturday/11:30-1:00 p.m. Session 6.4  Joshua Tree
JOB ALIKE
Topic: Organizational Studies Professors
Convener: Paul V. Bredeson, Pennsylvania State University

Saturday/11:30-1:00 p.m. Session 6.5  Palo Verde
JOB ALIKE
Topic: Field Study Professors
Convener:
  John C. Daresh, University of Northern Colorado
  Marsha A. Playko, Ohio LEAD Center

Saturday/11:30-1:00 p.m. Session 6.6  Hayden
JOB ALIKE
Topic: Computer Application in Educational Administration Training
Convener: Muriel Mackett, Northern Illinois University

Saturday/1:00-2:30 p.m. Session 7.1  Ocotillo
SYMPOSIUM: A Strategy for Organizing, Teaching, and Developing the Knowledge Base of Educational Administration: The Buffalo Program
Chair: Austin D. Swanson, SUNY-Buffalo
Participants:
  Austin D. Swanson, SUNY-Buffalo
  James A. Conway, SUNY-Buffalo
  Stephen L. Jacobson, SUNY-Buffalo
  Albert J. Pautler, SUNY-Buffalo
  Robert B. Stevenson, SUNY-Buffalo

Saturday/1:00-2:30 p.m. Session 7.2  Cholla
PAPER SESSION: Theoretical Considerations in the Development of a Knowledge Base
SATURDAY, OCTOBER 28

Chair: Terry A. Astuto, University of Virginia
Participants:
• The Knowledge Base for Teaching Organizational and Administrative Theory
  Alan K. Gaynor, Boston University
  Nitsa Nicolaides, Boston University
• Knowledge Organization in Educational Administration: Toward a General Theory of Paradigm Formation
  William M. Ammentorp, University of Minnesota
  Clifford L. Hooker, University of Minnesota
• A Construct of Educational Productivity Derived from Theory, Practice, and Research
  Connie L. Fulmer, The Pennsylvania State University
  Educational Administration at a Cross Road: Educational Leaders or Organizational Managers
  Donald B. Reed, Washington State University
• The Knowledge Base Related to Special Education Administration: Normative versus Empirical
  Gail Chase Furman, Washington State University
Discussant: William H. Holloway, University of Kansas

Saturday/1:00-2:30 p.m.  Session 7.3
SYMPOSIUM: The Reflective Practice-Knowledge Base Relationship: A Step Toward Resolving the Theory/Practice Dilemma
Chair: Ann Weaver Hart, University of Utah
Participants:
  Steven T. Bossert, University of Utah
  Karen F. Osterman, Hofstra University
  Bruce G. Barnett, Indiana University
Discussant: John T. Greer, Georgia State University

Saturday/1:00-2:30 p.m.  Session 7.4
VIDEO SIMULATION: Living to Tell About It: A Story of School Reform
Facilitators:
  Lynn K. Arney, Oklahoma State University
  Adrienne E. Hyle, Oklahoma State University

Saturday/1:00-2:30 p.m.  Session 7.5
PAPER SESSION: Social and Political Influences on Educational Administration
Chair: Martin W. Schoppmeyer, University of Arkansas
Participants:
• Race, Ethnicity, Culture, and Values: A New Emphasis Needed in Administrator Preparation Programs

BARBARA L. JACKSON, Fordham University
• Searching for Female Leaders for America's Schools: Are the Women to Blame?

BARBARA N. PAVAN, Temple University
• African-Americans in Programs in UCEA Member Institutions: A Matter of Bigness Neglect or Enlightened Self-Interest?

LAURENCE ROBERTS, Jr., Texas Southern University
• Political, Policy, and Market Imperatives for Change in Preparation Programs for School Administrators

B. DEAN BOWLES, University of Wisconsin-Madison
• A Challenge to Theory and Practice: Educational Administration in a Culturally Pluralistic Society

A. REYNALDO CONTRERAS, Indiana University
Discussant: Eddy J. Van Meter, University of Kentucky

Saturday/1:00-2:30 p.m.  Session 7.6
PANEL DISCUSSION: The National Policy Board—"Improving the Preparation of School Administrators: An Agenda for Reform"
Chair: David L. Clark, University of Virginia
Panelists:
  Terry A. Astuto, University of Virginia
  Patrick B. Forsyth, UCEA
  Karen Seashore Louis, University of Minnesota
  Charol Shakeshaft, Hofstra University
  Joseph F. Murphy, Vanderbilt University

Saturday/1:00-2:30 p.m.  Session 7.7
PAPER SESSION: New Conceptual Approaches to Educational Administration
Chair: Paul A. Montello, Georgia State University
Participants:
• The Fiction of Educational Administration
  Patricia Brieschke, Hofstra University
• Metaphorical Policy Analysis
  Rodney P. Riegle, Illinois State University
• The Study of Organizational Theory: Avoiding Tacit Assumptions
  Richard L. Henderson, University of Texas-San Antonio
• The Four Phase Curriculum: An Integrated Knowledge Base for Curricular and Instructional Leadership
  John C. Hill, University of Cincinnati
• What to Know and How to Know It
  David E. Engel, University of Pittsburgh
Discussant: James R. Yates, University of Texas-Austin
Saturday/2:45-4:15 p.m.  Session 8.1  
PUBLIC HEARING:
Reformers have recently questioned the necessity of the dissertation in doctoral programs in educational administration. To consider the issue, you are cordially invited to a simulated faculty hearing, to debate and "vote" on the following resolution.

Whereas, dissertations in educational administration are generally of poor quality and of little practical use; Whereas, students rarely continue to do real research; Whereas, the dissertation absorbs inordinate amounts of faculty and students' time and energy which are better spent on pressing practical problems in our schools; Whereas, the doctorate has become a standard credential for anyone seeking career advancement, thus over-taxing faculty resources; and Whereas, other professions (e.g., medicine and law) do not require a thesis: BE IT RESOLVED, that the dissertation be eliminated as a requisite for the doctorate in educational administration.

Moderator: Bruce S. Cooper, Fordham University

Presenters:
- David L. Clark, National Policy Board
- Betty Malen, University of Utah
- Luvern L. Cunningham, The Ohio State University
- William L. Boyd, The Pennsylvania State University

Discussants:
- Sharon Conley, University of Arizona
- Joseph Murphy, Vanderbilt University

Saturday, October 28

Saturday/2:45-4:15 p.m.  Session 8.3  
PAPER SESSION: Skill Requirements for Future Educational Leaders
Chair: Jess E. House, University of Toledo
Participants:
- The Holmes Group's Schools for Tomorrow: How Will It Affect Preparation for Educational Administration
  William W. Wayson, The Ohio State University
- Expanding the Knowledge Base About the Quality of Administrator Candidates: A Retort to Policymakers and the National Reports
  W. Michael Martin, University of Colorado-Denver
  Carol Kelly, Jefferson City School District, Denver
- Future Educational Leaders: From Where Will They Come?
  Stephen L. Jacobson, State University of New York - Buffalo
- In Search of Critical Skills for Beginning Principals
  John C. Daresh, University of Northern Colorado
  Marsha A. Playko, Ohio LEAD Center
- You Never Told Me That This Would Happen: Experiences of First Year Principals and Their Implications for Administrative Preparation Programs
  Charol Shakeshaft, Hofstra University
  Mary Ann Nolan, Lincoln Avenue School, Sayville, NY
Discussant: Joella Gipson-Simpson, Wayne State University

Saturday/2:45-4:15 p.m.  Session 8.4  
SYMPOSIUM: The Fordham Experience: A Case Study in Change
Chair: Bruce J. Anderson, The Danforth Foundation
Participants:
- Thomas A. Mulkeen, Fordham University
- Sayre Uhler, Fordham University
- Barbara L. Jackson, Fordham University
- Ruth Greenblatt, Fordham University
- Debra Jackson, Fordham University
- J. Robert Starratt, Fordham University
- Aaron Graham, Fordham University
- Sandra Kolk, Fordham University
- Dwight Giles, Cornell University
- Roberta Trachtman, Fordham University
- John Skalski, Fordham University
Discussants:
- William P. Foster, University of San Diego
SATURDAY, OCTOBER 28/SUNDAY OCTOBER 29

Rodney Muth, Wichita State University

Saturday/7:00-9:30 p.m. Session 9.1 Camelback Ballroom

BANQUET AND INVITED ADDRESS

Henrietta S. Schwartz
Dean, San Francisco State University
"A 'Both/And' Approach to the 'Theory/Practice' Dilemma"
Musical Entertainment:
• The Arizona State University College of Fine Arts Presents: MARIACHI DIABLOS del sol "MUSIC OF THE MARIACHI TRADITION"
• Culbertson Award Presentation
• Master of Ceremonies: Jay D. Scribner, UCEA President

SUNDAY, OCTOBER 29

Sunday/7:30-9:00 a.m. Session 10.1 Ocotillo
SYMPOSIUM: Connecting Theory and Practice: Instructional Approaches
Chair: Joseph Murphy, Vanderbilt University
Participants:
  Edwin M. Bridges, Stanford University
  Philip Hallinger, Vanderbilt University
  Terrence E. Deal, Vanderbilt University
  C. E. McCary, Vanderbilt University
  Ralph E. Kirkman, Vanderbilt University
  Joseph F. Murphy, Vanderbilt University

Sunday/7:30-9:00 a.m. Session 10.2 Cholla
SYMPOSIUM: The Beginning Principal Study: Emerging Implications for the Preparation and Induction of School Administrators
Chair: Gene Hall, University of Northern Colorado
Participants:
  Gene Hall, University of Colorado
  Jo Roberts, University of Colorado-Denver
  Lance Wright, University of Colorado-Denver
  John C. Daresh, University of Northern Colorado
  Marsha Playko, Ohio LEAD Center

Sunday/7:30-9:00 a.m. Session 10.3 Saguaro
SYMPOSIUM: Helping Prospective Principals Generate and Apply Self-Knowledge and Knowledge of the Principalship
Chair: Bruce G. Barnett, Indiana University
Participants:
  Art D. Brill, Indiana University
  Doug Johnson, Bartholomew Consolidated School Corporation, Columbus, Indiana
  Gary Robinson, Center Grove Community School Corporation, Greenwood, Indiana
  Bruce G. Barnett, Indiana University

Sunday/7:30-9:00 a.m. Session 10.4 Joshua Tree
PANEL DISCUSSION: The Impact of Personal Computing Technology on the Educational Administration Knowledge Base
Panelists:
  Jess E. House, University of Toledo
  William C. Bozeman, University of Central Florida
  Dennis W. Spuck, University of Houston-Clear Lake

Sunday/7:30-9:00 a.m. Session 10.5 Palo Verde
SYMPOSIUM: The Development of Knowledge About Governmental Staff/University Policy Researcher Collaboration
Chair: W. Michael Martin, University of Colorado-Denver
Participants:
  Carolyn Herrington, Florida State University
  Frank W. Lutz, East Texas State University
  Nancy C. Zajano, The Ohio State University
  W. Michael Martin, University of Colorado-Denver

Sunday/7:30-9:00 a.m. Session 10.6 Hayden
PAPER SESSION: Restructuring Schools: Implications for Preparing Educational Administrators
Chair: Betty Malen, University of Utah
Participants:
  • Empowered Principals-Empowered Teachers: Principals' Perceptions of Empowerment in Schools
    Paul V. Bredeson, The Pennsylvania State University
  • Theory and Practice: Toward a Dialectic
    Janet I. Farnham, Croton-on-Harmon Public Schools
    Rodney Muth, Wichita State University
  • "Power Over" versus "Power Through:" Professional-Bureaucratic Relationships in the 1990's
    Diane M. Dunlap, University of Oregon
    Paul Goldman, University of Oregon
  • Group Leadership Skills of School Principals: The Present Knowledge Base and Beyond
    Robert G. Owens, Hofstra University
SUNDAY, OCTOBER 29

Carl R. Steinhoff, University of Nevada
• Early Childhood Reform and the Knowledge Base of Educational Administration

Colleen A. Capper, University of Wisconsin-Madison
Discussant: Karen Seashore Louis, University of Minnesota

Sunday/7:30-9:00 a.m. Session 10.7 Goldwater
PAPER SESSION: Characteristics Distinguishing Effective From Ineffective Administrator Preparation Programs
Chair: Joan Curcio, University of Florida
Participants:
• Limitations on Change: Current Conditions Influencing Academic Intransigence Within Educational Administration Preparation Programs
  Connie Stokes Logan, Louisiana State University
  Diana G. Pounder, University of Utah
  • An Organizational Perspective of the Researcher-Practitioner Dichotomy in Educational Administration
  Stephen J. Caldas, Louisiana State University
• Educational Administration Programs: The Cash Cow of the University
  Susan Twombly, University of Kansas
  Howard Ebmeier, University of Kansas
  • Strategies for Organizing Principal Preparation: A Survey of the Danforth Principal Preparation Programs
  Gary C. Ubben, University of Tennessee
  Frances C. Fowler, University of Tennessee
  • The Path of Good Intentions: University Preparation of Educational Leaders in Oregon
  Faith E. Crampton, University of Oregon
  Kathleen Westbrook, Portland State University
Discussant: Kenneth H. Ostrander, University of Washington

Sunday/7:30-9:00 a.m. Session 10.8 La Vista
PAPER SESSION: Instructional Leadership and Supervision: Needs and Responses
Chair: Donald M. Leake, University of Wisconsin-Milwaukee
Participants:
• Leaders at Risk After the Excellence Movement: What Do Reforms of the ’80s Say About Preparing Educational Administrators
  William W. Wayson, The Ohio State University
• Changing the Curriculum in Educational Administration: Making Supervision More Meaningful & Relevant
  Thomas G. Chenoweth, Portland State University
• Performance Appraisal Knowledge and Administrator Practice
  Edward S. Hickcox, Ontario Institute for Studies

SUNDAY, OCTOBER 29

in Education
• Ambiguity of Practice: An Essential Notion in Preparing Reflective Instructional Leaders
  Helen M. Hazi, West Virginia University
Discussant: Steven T. Bossert, University of Utah

Sunday/9:00-9:15 a.m. Coffee Break Convention Foyer

Sunday/9:15-10:45 a.m. Session 11.1 Cactus
Invited Address:
“The Knowledge Base for Improving School Learning”
Herbert J. Walberg
Research Professor of Education
University of Illinois-Chicago

Sunday/11:00-12:30 p.m. Session 12.1 Cholla
DEBATE: Directions for School Leadership
Panelists:
National Center for Educational Leadership:
Lee Bolman, Harvard University
Terrence E. Deal, Vanderbilt University
School Leadership & Development Center:
Russell Ames, University of Illinois
Martin L. Maehr, University of Michigan

Sunday/11:00-12:30 p.m. Session 12.2 Saguaro
SYMPOSIUM: Finding Research in Practice
Chair: Lloyd A. Duvall, Nova University
Participants:
Lloyd A. Duvall, Nova University
Cynthia L. Jackson, Nova University
Emil J. Haller, Cornell University
James F. McNamara, Texas A & M University
Charles M. Achilles, University of North Carolina-Greensboro

Sunday/11:00-12:30 p.m. Session 12.3 Saguaros
SYMPOSIUM: Education Law and Policy: Can Policy Analysis Contribute to Theory Building in Educational Administration?
Chair: Joseph C. Beckham, Florida State University
Participants:

Joseph C. Beckham, Florida State University
Martha M. McCarthy, Indiana University
David W. Leslie, Florida State University
Perry A. Zirkel, Lehigh University

Sunday/11:00-12:30 p.m. Session 12.4 Joshua Tree
PANEL DISCUSSION: What is Educational About Educational Administration
Panelists:

William Lowe Boyd, The Pennsylvania State University
Charol Shakeshaft, Hofstra University
Joseph Murphy, Vanderbilt University
James G. Cibulka, University of Wisconsin-Milwaukee

Sunday/11:00-12:30 p.m. Session 12.5 Palo Verde
SYMPOSIUM: Preparing Mindful Leaders: Some Data, Some Cautions
Chair: Clark Webb, Brigham Young University
Participants:

Ivan Muse, Brigham Young University
Gloria Jean Thomas, University of North Dakota
R. Wayne Shute, Brigham Young University
Barry Newbold, Jordan School District (Utah)
Clark Webb, Brigham Young University

Sunday/11:00-12:30 p.m. Session 12.6 Hayden
PAPER SESSION: Social and Demographic Forces Shaping Educational Administration
Chair: Maynard J. Brautien, Texas A & M University
Participants:

•Reconsideration of the Origins of Politics of Education
  David K. Wiles, State University of New York-Albany
•Preparing Educational Administrators: Issues of Gender, Race, Ethnicity, and Class
  Joan Poliner Shapiro, Temple University
  Laurence J. Parker, Temple University
•Disability, Poverty, and Culture in Schooling: Broadening the Knowledge Base of Educational Administration
  Colleen A. Capper, University of Wisconsin-Madison
Discussant: Leonard C. Burrello, Indiana University

Sunday/11:00-12:30 p.m. Session 12.7 Goldwater
PAPER SESSION: Preparation Programs for School Superintendents

Chair: Richard V. Hatley, University of Missouri
Participants:

•Training Needs of Chief Executive Officers: Implications for Content Changes in Graduate and Continuing Education Programs in Educational Administration
  Donald Musella, Ontario Institute for Studies in Education
•Practitioners Reflect on the Future: A New Way to Examine the Knowledge Base Concerning Board-Superintendent Relationships
  Daniel C. Douglas, University of Toledo
•Providing Field Placements for All Students in Certification Programs: Breaking the Barriers Without Breaking the Bank
  Delbert K. Clear, University of Wisconsin-Milwaukee
  Jack Magnuson, University of Wisconsin-Milwaukee
Professional Associations and Preparation Program Relationships: Reflections of a Resident Cooperative Professor at the AASA Headquarters
  James C. LaPlant, University of Cincinnati
Discussant: Mary Jane Connelly, University of Tennessee

Sunday/11:00-12:30 p.m. Session 12.8 La Vista
PAPER SESSION: Innovative Instructional Strategies
Chair: Edward Hines, Illinois State University
Participants:

•Grounded-Theory Research Through Problem-Centered Instruction
  Laverne S. Collet, University of Michigan
•A Study of Metaphorical Perceptions of Organizational Behavior
  Kenneth H. Ostrander, University of Washington
  Cynthia J. Norris, University of Houston
•Ethics in Educational Administration: Structuring Inquiry Around the Problems of Practice
  Peggy C. Kirby, University of New Orleans
  Russell Protti, Jefferson Parish Public Schools
  Louis V. Paradise, University of New Orleans
•Knowledge Base Expansion in Educational Law
  Clifford P. Hooker, University of Minnesota
Discussant: Pedro Reyes, University of Wisconsin-Madison

**

Sunday/1:00 p.m. Red Lion's La Posada Resort Hotel
Check-out Deadline
JACK A. CULBERTSON AWARD

The 1989 Jack A. Culbertson Award will be presented at the UCEA Convention '89 Banquet, Saturday evening, October 28. The award was established in 1982 to recognize the unique contributions of outstanding junior professors and to honor Jack Culbertson who inspired so many young professors during his tenure as UCEA executive director.

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The Culbertson Award was organized by former associate directors of UCEA and is coordinated by Donald Anderson (The Ohio State University). Former UCEA associate directors serve on the Award Selection Committee on a rotating basis. The 1989 Selection Committee was chaired by Richard S. Podemski (University of Alabama), with members Norm Ellis (University of North Carolina-Wilmington), and Nicholas Nash (Nicholas Nash Ltd.) Individuals nominated must have been professors for 10 years or fewer and currently serve in a UCEA university. Contributions for which an individual may be nominated include: a) an innovation in administrator preparation, b) a published book, c) instructional materials, d) the development of a new course or program, and e) a completed research project or related product.

Contributions to the Culbertson Award Fund are most welcome and may be made by check payable to UCEA Culbertson Award Program, University Council for Educational Administration, 116 Farmer Building, Temple, AZ, 85287-2211.
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School Leadership Handbook for Excellence
Edited by Stuart C. Smith and Philip K. Fiehe
Foreword by Edwin M. Bridges

This handbook suggests the knowledge, structure, and skills necessary for a leader to inspire all members of the school community to work toward the goal of an excellent education for every student.

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Chapter 1. Portrait of a Leader
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Chapter 9. Leading the Instructional Program
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Published in cooperation with the University Council for Educational Administration and the University of Utah.

Editor Steven T. Bossert and his associate editors, Ann Hart and Rodney T. Ogawa, at the University of Utah, are well known for their contributions to theory and practice in the field of educational administration. Their expertise and experience ensure EAQ's high quality, diversity of thought, and status as a premier journal of educational administration.

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WILLARD WALLER ON EDUCATION AND SCHOOLS:
A Critical Appraisal
(ISBN: 0-8211-2067-3)
(Library of Congress Catalog Card Number: 88-51478)
Edited by
Donald J. Willower
and
William Lowe Boyd
$15.65

Willard Waller, known most widely for his seminal book *The Sociology of Teaching*, was a scholar whose ideas were ahead of their time. This book is a retrospective on the education ideas and insights of Waller, over fifty years after the publication of his incisive look at schooling.

UNDER SCRUTINY:
The Educational Administration
Professoriate
ISBN: 0-921971-01-3
By
Martha M. McCarthy
George D. Kuh
L. Jackson Newell
Carla M. Iacona
$15.65

The last comprehensive survey of professors in educational administration was conducted in 1972 by Roald F. Campbell and L. Jackson Newell. In the interim, considerable interest has been expressed in the state of the professoriate across disciplines but little information has been collected specifically on faculty in educational administration. The primary purpose of this study was to gather data about the characteristics, activities, and attitudes of educational administration faculty members. A secondary purpose was to obtain information about the size, structure, and resources of educational administration units.

Both books available from UCEA (phone 602-965-6690) or see the Exhibit on Saturday for a special reduced price.

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- Achilles, Charles M. (4.2)
- Ames, Russell (12.1)
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(12.8)  
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(7.6) (10.6)  Riegle, Rodney P. (7.7)  
Lutz, Frank W. (10.5)  Roberts, Jo (10.2)  
Lyon, Ken (5.6)  Roberts, Launey F., Jr. (7.5)  
Mackett, Muriel (5.6) (6.6)  Robinson, Gary (10.3)  
Maecher, Martin L. (12.1)  Scheurich, Jim (4.7)  
Magnuson, Jack (12.7)  Schoppmeyer, Martin W. (7.5)  
Malen, Betty (8.1) (10.6)  Schön, Donald A. (2.1) (4.8)  
Martin, W. Michael (8.3) (10.5)  Schwartz, Henrietta S. (9.1)  
(12.3)  Scribner, Jay D. (9.1)  
McCarthy, Martha M. (5.3)  Seedorf, Rita (1.3)  
(12.3)  Shakeshaft, Charol (1.1) (4.5)  
McCary, C. E. (10.1) (7.6) (8.3) (12.4)  
McClure, Maureen W. (7.8)  Shaprio, Joan Poliner (12.6)  
McNamara, James F. (12.2)  Shea, Stephanie (4.7)  
Menlo, Allen (5.4)  Shute, R. Wayne (12.5)  
Michael, Robert O. (4.7)  Skaleski, John (8.4)  
Milstein, Mike (5.7)  Skric, Tom (4.7)  
Mitchell, Brad L. (5.3)  Spuck, Dennis W. (10.4)  
Montello, Paul A. (7.7)  Stiarratt, J. Robert (8.4)  
Mueller, Kathy K. (4.7) (5.6)  Steidman, Donald J. (4.2)  
Mulkeen, Thomas A. (8.4)  Steinhoff, Carl R. (10.6)  
Murphy, Joseph F. (1.1) (7.6) (8.1) (10.1) (12.4)  
(12.3)  Stevenson, Robert B. (7.1)  
Murphy, Michael J. (5.3)  Stout, Robert T. (2.1) (4.6)  
Muse, Ivan (12.5)  Swanson, Austin D. (7.1)  
Muscella, Donald (12.7)  Tallerico, Marilyn A. (4.6)  

PARTICIPANTS AND SESSIONS CONTINUED

Thomas, Gloria Jean (12.5)  Thompson, David C. (5.5)  
(6.2)  Trachtman, Roberta (8.4)  
Twombly, Susan (10.7)  Ubben, Gary C. (10.7)  
Ullter, Sayre (8.4)  van Geel, Tyll (4.7)  
VanMeter, Eddy J. (7.5)  Walberg, Herbert J. (11.1)  
Walker, John E. (5.5)  Warner, Wanda M. (5.5)  
Wayson, William W. (4.2) (8.3) (10.8)  Webb, Clark (12.5)  
Westbrook, Kathleen (10.7)  Wiggins, Thomas (5.5)  
Wiles, David K. (12.6)  Williams, Richard (5.1)  
Winfield, Linda F. (4.6)  Wright, Lance (10.2)  
Wylie, Virginia L. (4.7)  Yates, James R. (7.7)  
Zajano, Nancy C. (10.5)  Zirkel, Perry A. (12.3)