Larry Cuban
Stanford University
Friday 6:00-7:30 p.m., Ballroom 1
"Reforming School Administration: Theory and Practice."

Richard C. Wallace Jr.
Pittsburgh Public Schools
Saturday 11:30 a.m.-1:00 p.m., King's Garden
"The Educational Leadership Imperatives for the 1990s."

Joyce L. Epstein
The Johns Hopkins U.
Sunday 9:45-10:45 a.m., Ballroom 3 & 4
"Aim for Reform: Targets for Success in Teaching & Learning."
UCEA CONVENTION '90

Organizing and Leading for Learning: Perspectives on School Reform and Restructuring

Pittsburgh, Pennsylvania
Pittsburgh Hilton & Towers,
Gateway Center
October 26-28, 1990

Co-hosted with
The University of Pittsburgh

The University Council for Educational Administration
116 Farmer Building
Tempe, AZ 85287-2211
It is with great enthusiasm that I welcome you to Convention 1990. Organizing and Leading for Learning is a theme that challenges us to think and act beyond the status quo. Since its inception four years ago, the UCEA Convention has offered professors of educational administration throughout the United States, Canada, and abroad a unique opportunity to explore the most recent creative responses to research and training needs of educational leaders. Once again, the organizers and planners of this year's event have offered us a theme that has elicited relevant and outstanding contributions.

The focus is on the "realities" of reform, past, present and the impending movement of the 1990s. What policy directions will we choose as we face the new millenium? Will we follow or lead? How will the problems and issues of policy, practice and training—from national and state levels to the district, school and classroom—be played out in the 1990s? We want this conference to be a "working conference," so come prepared to discuss, debate and seek resolutions to burning issues. Each year conference planners strive to design a conference that stimulates participation. This one's no exception, and I know you will enjoy it.

I am pleased to extend a warm Pittsburgh welcome to all attending the UCEA Convention. The University of Pittsburgh has a longstanding commitment to the preparation of educational professionals. In recent years, the School of Education has made important strides in teacher, counseling, and administrator education. Collaborating with the Holmes Group, teacher education has made the transition to a fifth year post-graduate program. Counseling programs have attained prestigious accreditation. School administration, working with the Danforth Foundation, continues its efforts to improve superintendent education. Other signs of vitality in school administration include an active school study council and principals academy.

I know UCEA convention '90 will be a great success. We at the University of Pittsburgh are honored to co-host this important event and share your confidence that it will enhance the ability of North American universities to serve the growing educational needs of their communities.
UCEA EXECUTIVE COMMITTEE

Jay D. Scribner
Gail T. Schneider
Terry A. Astuto
John T. Greer
Karen Seashore Louis
Muriel Mackett
Martha M. McCarthy
Pedro Reyes
Robert T. Stout

Ex-officio members:
Gladys S. Johnston
Lewis Rhodes

UCEA President and
University of Texas at Austin
UCEA President-Elect and
U. of Wisconsin-Milwaukee
University of Virginia
Georgia State University
University of Minnesota
Northern Illinois University
Indiana University
U. of Wisconsin-Madison
Arizona State University

Arizona State University
AASA Liaison

1990 CONVENTION COMMITTEE

Convention Chair:
Gail T. Schneider
U. of Wisconsin-Milwaukee

Co-Host Committee Chairs:
Sean Hughes
University of Pittsburgh
Jane C. Lindle
University of Pittsburgh
William L. Boyd
The Penn. State University
Paul V. Bredeson
The Penn. State University

Program Co-Chairs:

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Robert T. Stout
L. Dean Webb
Victoria R. Davis
Rachel Kuketz
Charmin Smith

Executive Director
Staff Associate & Treasurer
Staff Associate
Staff Associate
Business Manager
Instructional Materials Clerk
Program Design

REGISTRATION

Advance Registration: Use the accompanying form to register in advance, and to purchase banquet luncheon tickets. Please note that banquet tickets will not be available for purchase on-site. Advance registrations must be received at UCEA headquarters by October 4, 1990. After that date, fees will be increased by $5.00 for all registrants. The first convention session begins at 6:00 p.m., Friday, October 26 with the keynote address by Larry Cuban. The last session ends at 12:30 p.m., Sunday, October 28. Badges and banquet tickets will be mailed to advance registrants. (PSRs should note that the annual UCEA Plenum will convene at 8:00 a.m. on Friday, 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 Ballroom Foyer from noon to 7:00 p.m. on Friday and again on Saturday morning. Banquet 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. The convention rate negotiated with the Pittsburgh Hilton and Towers is $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 26, 1990. Reservations received after that date will only be accepted on a space and rate available basis. Check-in time is 3:00 p.m. and check-out (for UCEA participants only) is 12:00 noon.

The address of the Pittsburgh Hilton and Towers is Gateway Center, Pittsburgh, PA 15222, ATTN: Reservations Manager. Phone: (412) 391-4600.

The Pittsburgh Hilton and Towers is located downtown in Gateway Center, a complex in Pittsburgh’s Golden Triangle area facing Point State Park where the Monongahela and Allegheny Rivers meet to form the Ohio River. The hotel is 15 miles, 25 minutes, from Greater Pittsburgh International Airport. Ground transportation from the airport includes passenger bus, departing every 20 minutes ($8.00), and taxi (approximately $27.00). The hotel is two miles from Penn Central Station, a $3.00 taxi ride. By car, the Hilton is adjacent to Route 376, 15 minutes from I-79 and approximately 20 minutes from the Pennsylvania Turnpike.
MAP OF PITTSBURGH AREA

There are two Pittsburhgs. One exists only in the memories of people who can't forget that Pittsburgh was once nicknamed "Steel City." The other is today's reality. Pittsburgh's image as a city of smokestacks is ancient history. The once heavily industrial town has turned into a diverse corporate, medical, financial, and educational center.

Mount Washington. You can take the subway (entrance a block from the Hilton) to the nation's richest coal seam discovered in 1760. There, you can ride the two-century-old inclined railway, departing from the base of the mountain every five minutes. Also at the Mount Washington destination, you can visit the 70 stores and restaurants at Station Square, located in restored, historic railroad warehouses. The site of Fort Pitt at the tip of the Golden Triangle (across the street from the Hilton) is a 36-acre park Point State Park, commemorating Pittsburgh's history. The Fort Pitt Museum is the original Blockhouse dating from 1764.

The Carnegie, a few miles east of the Hilton, is in Oakland, Pittsburgh's intellectual nucleus where mu-

seums, research facilities, medical centers, two universities, and several colleges flourish. The Carnegie houses an enormous library, a renowned art museum, concert and lecture halls and a natural history museum (open Tuesday, Wednesday, Thursday, and Saturday, 10 a.m., Friday, 10 a.m. - 9 p.m., Sunday, 1-5 p.m.).

Restaurants have also flourished in Pittsburgh. On the South Side, for about seven blocks, the restaurants range from Hungarian to Mexican to French to Chinese—most set in restored buildings behind picturesque Victorian-style facades. Elsewhere, the Gandy Dancer features a terrific old Victorian bar and some of the best shellfish in the city. The 1902 Landmark Tavern, authentic right to its stamped-tin ceiling, offers a raw bar, steaks and pasta.

The population of Pittsburgh is 387,490; the metro area population is 1,370,000. City altitude varies from 710 to 1,370 feet.

EXHIBITORS

Exhibits will be open all day Saturday, October 27, until 5:00 p.m. in the Ballroom Foyer.

Publishing Houses

Allyn and Bacon
ERIC Clearinghouse on Educational Management
Holt, Rinehart & Winston
Jossey-Bass
Longman Publishing Group
Macmillan/Merrill Publishing Co.
McCutchan Publishing Corp.
McGraw-Hill
Oryx Press
Prentice Hall
SAGE Publications, Inc.
UCEA, Inc.
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  
Astuto, Terry A.  
*Boyden, William L.  
*Bredeson, Paul V.  
Burrello, Leonard C.  
Capper, Colleen A.  
Chance, Edward W.  
Connelly, Mary Jane  
Crampton, Faith E.  
Curcio, Joan L.  
Evers, Nancy A.  
Foos, Nancy M.  
Pecoy, Walter J.  
Fulmer, Connie L.  
Gaynor, Alan K.  
Gipson-Simpson, Joella  
Hacket, Walter G.  
Hatley, Richard V.  
Heid, Camilla A.  
Hines, Edward R.  
Holloway, William H.  
Hooker, Richard L.  
House, Jess E.  
Hughes, Sean  
Jacobson, Stephen L.  
Layne, Donald H.  
Leake, Donald M.  
Mackett, Muriel  
Malen, Betty  
McCarty, Martha M.  
Montello, Paul A.  
Norton, M. Scott  
Ostrander, Kenneth H.  
Owens, Robert G.  
Pohlman, Paul A.  
Pounder, Diana G.  
Reed, Donald B.  
Reedly, Richard K.  
Repa, J. Theodore  
Reyes, Pedro  
Russo, Charles J.  
Schneider, Gail T.  
Schoppmeyer, Martin W.  
Scribner, Jay D.  
Shapiro, Joan P.  
Short, Paula M.  
Slater, Robert O.  
Stout, Robert T.  
Thompson, David C.  
Trachman, Roberta  
Van Meter, Eddy J.  
Yates, James R.  

*Co-chairs of the 1990 Program

CONVENTION '90
PROGRAM

Convention Registration  
Friday 12:00 noon-7:00 p.m.  
Ballroom Foyer

GRADUATE STUDENT SYMPOSIUM

Symposium: Initiating a Research Agenda  
Chair: Jane C. Lindle, University of Pittsburgh  
Participants:  
Connie L. Fulmer, Northern Illinois University  
Gerald C. Kops, University of Nevada-Las Vegas  
James S. Rinehart, Auburn University

Graduate Student Symposium  
Friday 4:00-5:30 p.m.  
Preession 1.1  
Board Room

Symposium: Empowerment: Making a Difference for Students  
Chair: John T. Greer, Georgia State University  
Participants:  
Charles Blanton, Newman Smith High School, Carlton, Texas  
John T. Greer, Georgia State University  
Christine Johnson, Abraham Lincoln High School  
Denver, Colorado  
Paula M. Short, Auburn University

Official Convention Opening and Keynote Address  
Friday 6:00-7:30 p.m.  
Session 2.1  
Ballroom 1

Presider:  
Jay D. Scribner, UCEA President

Welcome:  
Donald Henderson, Provost  
University of Pittsburgh

Introduction:  
Rodney J. Reed, Dean of Education  
The Pennsylvania State University
FRIDAY, OCTOBER 26

Keynote Address:
Larry Cuban
Stanford University
"Reforming School Administration: Theory and Practice"

Reception
Friday 7:30-9:00 p.m.  Session 3.1 King's Garden/Le Bateau
Host: Dean Thomas J. LaBelle,
The University of Pittsburgh

SATURDAY, OCTOBER 27

Convention Registration
Saturday 7:30-9:00 a.m.  Ballroom Foyer

EXHIBITS 8:00 a.m.-5:00 p.m.  Ballroom Foyer

Saturday 8:00-9:30 a.m.  Session 4.1  Board Room
Paper Session: At-Risk Children and Faces of Power: Issues in School Restructuring
Chair: Richard L. Hooker, University of Houston
Participants:
• Reform, Restructuring, Site-Based Management, and the New Face of Power in Schools
  Paul Goldman, University of Oregon
  Diane Dunlap, University of Oregon
• Growing Away From the Barrio: An Ethnography of High Achieving, At-Risk, Hispanic Youths at Two Urban High Schools
  Paula A. Cordeiro, University of Connecticut
• Restructuring the At-Risk School: Assessing the Ecology of Risk
  William M. Ammentorp, University of Minnesota
  Jean M. Faller, Dominican Commercial High School
Discussant: Terry A. Astuto, University of Virginia

Saturday 8:00-9:30 a.m.  Session 4.2  Forbes Room
Paper Session: Perspectives on Leadership
Chair: Colleen A. Capper, U. of Wisconsin-Madison

Saturday 8:00-9:30 a.m.  Session 4.3  Duquesne Room
Symposium: Educating School Leaders: Seeking Common Ground in the School of Education
Chair: Stephen L. Jacobson, SUNY-Buffalo
Participants:
• Catherine Cornbleth, SUNY-Buffalo
  Stephen L. Jacobson, SUNY-Buffalo
  David Nyberg, SUNY-Buffalo
  Thomas J. Shuell, SUNY-Buffalo
  Hugh G. Petrie, SUNY-Buffalo

Saturday 8:00-9:30 a.m.  Session 4.4  Chartiers Room
Group Discussion: Using Case Studies to Prepare Educational Leaders: A Dialogue
Presider: Alan K. Gaynor, Boston University
Participants:
• Carl R. Ashbaugh, University of North Florida
  Katherine L. Kasten, University of North Florida

Saturday 8:00-9:30 a.m.  Session 4.5  Black Diamond Room
Action Lab: Conflict Resolution Skills for Chairs and Faculty
Participants:
• James B. Carroll, Washington State University
  Walter H. Gmelch, Washington State University
  Rita G. Seedorf, Washington State University
  Diane K. Wentz, Washington State University

Saturday 8:00-9:30 a.m.  Session 4.6  Rivers Room
Symposium: A Conceptual Framework for the Preparation of Superintendents
<table>
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<th>Session 4.7</th>
<th>Brigade Room</th>
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| **Saturday 8:00-9:30 a.m.**

**Paper Session:** Looking at Restructuring from the Inside  
**Chair:** Edward W. Chance, University of Oklahoma  
**Participants:**
- The Restructured School: How Do You Know If Something Is Happening  
  - Thomas G. Chenoweth, Portland State University  
  - Robert B. Everhart, Portland State University  
- Running Headlong into Restructuring: Tales from the Inside  
  - John T. Greer, Georgia State University  
  - Robert Michael, Valdosta State College  
  - Paula M. Short, Auburn University  
- Beyond the Rhetoric of Restructuring  
  - Kathryn S. Whitaker, University of Northern Colorado  
  - Monte C. Moses, Littleton Public Schools  
- The Nurturance of Cultural Apprentices  
  - Janet L. Farnham, Croton-Harmon Public Schools, Ossining, New York  
  - Rodney Muth, Wichita State University  

**Discussant:** Nancy A. Evers, University of Cincinnati

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<th>Session 4.8</th>
<th>Allegheny Room</th>
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| **Saturday 8:00-9:30 a.m.**

**Symposium:** The Holographic Imperative in Managing Change in Schools  
**Presider:** Faith E. Crampton, University of Rochester  
**Participants:**
- Lloyd K. Bishop, New York University  
- Robert G. Owens, Hofstra University  
- Carl R. Seinhoff, University of Nevada

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<th>Session 5.1</th>
<th>Ballroom Foyer</th>
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| **Saturday 9:30-9:45 a.m.**

**Morning Foyer Break**

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<th>Session 6.1</th>
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| **Saturday 9:45-11:15 a.m.**

**Workshop:** Developing a Mentor Program: Strategies Identified from Working with a Metropolitan School System  
**Chair:** Walter J. Foley, University of Iowa  
**Participants:**
- Donna J. Cole, Wright State University  
- Charles W. Ryan, Wright State University

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<th>Session 6.2</th>
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| **Saturday 9:45-11:15 a.m.**

**Paper Session:** Gender, Leadership and Educational Restructuring  
**Chair:** Joella Gipson-Simpson, Wayne State University  
**Participants:**
- Educational Megatrends and Increased Female Leadership in Schools  
  - Diane G. Pounder, University of Utah  
  - Implications of Gender Research for Restructuring Educational Administration Preparation Programs  
  - Laura A. Napier, The Pennsylvania State University  
  - Coping in the Superintendency: Gender-Related Perspectives  
  - Jane C. Lindle, University of Pittsburgh  
  - Linda D. Miller, Fox Chapel Area School District  
- Joseph F. Lagana, Allegheny Intermediate Unit  
- Concerns of Superintendents in the 1980s  
  - Leslie F. Brady, Wright State University-Lake Campus  

**Discussant:** Richard V. Hatley, University of Missouri

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<th>Session 6.3</th>
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| **Saturday 9:45-11:15 a.m.**

**Symposium:** The Management Profile: A Strategy for the Assessment and Development of Management and Leadership Skills. This session will be a presentation of the 1990 UCEA monograph.  
**Chair:** M. Scott Norton, Arizona State University  
**Participants:**
- Nancy J. Atkinson, North West State University  
- David A. Erlandson, Texas A & M University  
- Vickie J. Lacy, Texas A & M University  
- B. Elaine Wilmore, Gerard Elementary, Cleburne, Texas

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<th>Session 6.4</th>
<th>Chartiers Room</th>
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| **Saturday 9:45-11:15 a.m.**

**Paper Session:** Principals and Educational Restructuring  
**Chair:** Gail T. Schneider, U. of Wisconsin-Milwaukee  
**Participants:**
- As He Lives in Their World: Teacher Perceptions of Their Principal's Leadership Behavior as Related to School Effectiveness  
  - Beverly B. Geltner, Oakland University  
- Principal Management of Student Learning in Urban High Schools  
  - James G. Cibulka, U. of Wisconsin-Milwaukee  
- Principals' Resources and Their Implementation of First Order School Reform  
  - Michael Chen, Tel Aviv University  
  - Ellen B. Goldring, Tel Aviv University  
- Urban Principals: A Critical Perspective on the Context of
SATURDAY, OCTOBER 27

Minority Student Outcomes
   Pedro Reyes, U. of Wisconsin-Madison
   Colleen A. Capper, U. of Wisconsin-Madison
Discussion: Stephen L. Jacobson, SUNY-Buffalo

Saturday 9:45-11:15 a.m. Session 6.5 Black Diamond Room
Paper Session: Clinical Experiences and Program Reform in
Educational Administration
Chair: Eddy J. Van Meter, University of Kentucky
Participants:
   • A Review of UCEA Member Institutions' Clinical Experiences/Internships/Field Experiences for Educational Leaders
     Albert J. Pautler, SUNY-Buffalo
   • Organizing and Leading for Learning: The Interplay of School Reform and Restructuring with Preparation Program
     Reform and Restructuring
     Charles M. Achilles, University of North Carolina-Greensboro
     Harold R. Snyder, University of North Carolina-Greensboro
     Dale L. Brubaker, University of North Carolina-Greensboro
   • Praxis: A Response to Effective Leading and Learning
     JoAnn Krueger, University of New Mexico
     L. Nan Restine, University of New Mexico
     Mike M. Milstein, University of New Mexico
   • "Playing" at Leadership: Clinical Experiences for Professional Development
     Patricia R. Tucker-Ladd, Eastern Illinois University
Critique: Mary Jane Connelly, University of Tennessee

Saturday 9:45-11:15 a.m. Session 6.6 Rivers Room
Symposium: Administrative and Organizational Practices for
Multicultural Educational Environments
Chair: J. John Harris, III, University of Kentucky
Participants:
   • A. Reynaldo Contreras, Indiana University
   • John F. Hefflin, Portland State University
   • Camilla A. Heid, University of Maryland
Discussion: Frank Brown, University of North Carolina-Chapel Hill

Saturday 9:45-11:15 a.m. Session 6.7 Brigade Room
Symposium: Democratic Leadership: The Changing Context
of Administrative Preparation
Chair: Bruce J. Anderson, The Danforth Foundation
Participants:
   • Nelda Cambron-McCabe, Miami University

George Crawford, University of Kansas
Harold B. Hunnicut, Arizona State University
Thomas A. Mulkern, Fordham University
Laurence J. Parker, Temple University
Joan P. Shapiro, Temple University
Paula M. Short, Auburn University
Robert J. Starratt, Fordham University
Darla J. Twale, Auburn University
Discussion: William P. Foster, University of San Diego

Saturday 9:45-11:15 a.m. Session 6.8 Allegheny Room
Symposium: Integrating Microcomputers into Educational
Administration Curriculum: Theory and Practice
Chair: Faith E. Crampton, University of Rochester
Participants:
   • G. Mike Charleston, The Pennsylvania State University
   • Frederick P. Frank, Northern Illinois University
   • Connie L. Fulmer, Northern Illinois University
   • William T. Hartman, The Pennsylvania State University

Saturday 11:30-1:00 p.m. Session 7.1 King's Garden
Luncheon and Invited Address:
Richard C. Wallace, Jr.
Pittsburgh Public Schools
"The Educational Leadership
Imperatives for the 1990s."
Wallace is Pittsburgh's Superintendent of
Schools and author of many articles and book chapters, including: "The Role of the Superintendent in Promoting
Educational Reform in the U.S." (1987), "The Teacher Education Dialogue: Priming Participants for Reform" (1986), and "Data-Driven Educational Leadership" (1986).
Presenter: Gail T. Schneider, UCEA President,
University of Wisconsin-Milwaukee
Culbertson Award Presentation

Saturday 1:00-2:30 p.m. Session 8.1 Board Room
Symposium: Using the "Humanities" to Enrich Courses in
Educational Administration
Chair: Robert O. Slater, Louisiana State University
Participants:
   • Charles M. Achilles, University of North Carolina at Greensboro
   • John W. Brubacher, University of Connecticut
   • James A. Conway, SUNY-Buffalo

14
Saturday, October 27

**Saturday 1:00-2:30 p.m. Session 8.2 Forbes Room**

*Paper Session: Educational Administration Programs in an Era of School Reform*

*Chair: Walter G. Hack, The Ohio State University*

*Participants:*
- Educational Administration Professors Look at the Future: Implications for the Reform of Superintendent Preparation Programs
  - Daniel C. Douglas, University of Toledo
- Preparing Educational Leaders in a Climate of Reform: Effects of One Institution’s Strategy
  - Sean Hughes, University of Pittsburgh
  - Glenn Nelson, University of Pittsburgh
- Career Paths of Chairs of Departments of Educational Administration
  - James B. Carroll, Washington State University
- Sources of Department Chair and Faculty Stress: A National Perspective
  - Walter H. Gemel, Washington State University
  - Jack S. Burns, Washington State University

*Discussant: Muriel Mackett, Northern Illinois University*

**Saturday 1:00-2:30 p.m. Session 8.3 Duquesne Room**

*Symposium: Demography, Staff Development and Culture Building in the Restructuring of Schools*

*Chair: Carl R. Steinhoff, University of Nevada, Las Vegas*

*Participants:*
- Lloyd K. Bishop, New York University
- Robert G. Owens, Hofstra University
- J. Theodore Repa, New York University

*Discussants:*
- Salvador Corda, Superintendent of Schools, Peekskill, New York
- Edward Goldman, Clark County School District, Nevada

**Saturday 1:00-2:30 p.m. Session 8.4 Chartiers Room**

*Paper Session: Students’ and Teachers’ Perceptions of School Restructuring*

*Chair: Camilla A. Heid, University of Maryland*

*Participants:*
- Teachers’ Voices and Supervisory Practice
  - Marilyn A. Tallierco, Syracuse University
  - Arthur Blumberg, Syracuse University
- Restructured Schools: Looking at the Teaching-Learning Process
  - Joseph F. Murphy, Peabody College at Vanderbilt

**Saturday 1:00-2:30 p.m. Session 8.5 Black Diamond Room**

*Symposium: Can Rational Organizational Models Really Reform Anything? A Case Study of Reforms in Kentucky, Ohio, and Chicago*

*Chair: Connie L. Fulmer, Northern Illinois University*

*Participants:*
- Fenwick W. English, University of Cincinnati
- Karen S. Gallagher, University of Cincinnati
- Betty E. Steffy, Kentucky Department of Education

**Saturday 1:00-2:30 p.m. Session 8.6 Rivers Room**

*Symposium: Collective Bargaining and School Based Management: A Collision in the Making*

*Chair: William L. Boyd, The Pennsylvania State University*

*Participants:*
- Bruce S. Cooper, Fordham University
- Charles T. Kerchner, Claremont Graduate School
- Charles J. Russo, Fordham University
- Adam Urbansky, Rochester Teachers’ Union

*Discussants:*
- Anthony M. Cresswell, SUNY-Albany
- Richard C. Wallace, Jr., Superintendent of Schools, Pittsburgh

**Saturday 1:00-2:30 p.m. Session 8.7 Brigade Room**

*Symposium: Reforming Practice Through Reforming Preparation*

*Chair: Carl R. Ashbaugh, University of North Florida*

*Participants:*
- Raymond L. Calabrese, Eastern Illinois University
- Nelda Cambron-McCabe, Miami University
- Debra Jackson, Marlboro Public Schools
- Katherine L. Kasten, University of North Florida
- Thomas A. Mulkeen, Fordham University
- Rodney Muth, Wichita State University

*Discussants:*
- Bruce J. Anderson, The Danforth Foundation
- Toby Tettenbaum, Fordham University
SATURDAY, OCTOBER 27

Session 8.8 Allegheny Room

Paper Session: School Reforms and Their Effects on the Field of Educational Administration
Chair: Joan L. Curcio, University of Florida
Participants:
- Educational Paradigms and School Restructuring: A Bibliometric Analysis of School Reform Policy and Practice
  William M. Ammentorp, University of Minnesota
- School Reform and Schools as Organizations
  Donald J. Willower, The Pennsylvania State University
- Restructuring Schools: Themes of Change in an Age of Reform
  Paul J. Baker, Illinois State University
- Diversity and Power in Educational Administration
  Colleen A. Capper, University of Wisconsin-Madison
Discussant: William H. Holloway, University of Kansas

Session 9.1 Ballroom Foyer

A Public Hearing: Choice as a Mechanism for Restructuring Public Education: Politics, Markets, and America's Schools.
This session will be an open public hearing dedicated to a review, analysis, and spirited discussion of John E. Chubb's and Terry M. Moe's 1990 publication Politics, Markets, and America's Schools.
The propositions in the book are:
1) Whereas, competing social values lead to democratic control of schools;
2) Whereas, democratic control perpetuates overregulation and bureaucratic control of schools;
3) Whereas, "bureaucracy vitiates the most basic of effective organization" (p. 187), imposing goals and structures on schools;
4) Whereas, bureaucratic schools are nonresponsive, inflexible and basically ineffective, compared to local school markets;

Be it resolved that:
5) States should "charter" public and private schools "built around a centralization, competition and choice," (p. 189);
6) Funding regulation and control be devolved to each self-governing school, allowing choice and markets to take hold and improve our schools for all children.
Chair: William L. Boyd, The Pennsylvania State University
Participants:
James G. Cibulka, U. of Wisconsin-Milwaukee
Bruce S. Cooper, Fordham University
William P. Foster, University of San Diego
William S. Howe III, Stanford University

Session 10.2 Duquesne Room

Point-Counterpoint: Real Talk about Real Reform: Reshaping Public Discourse about Educational Policy
Chair: Roberta Trachtman, Fordham University
Participants:
- Lionel Brown, Cincinnati Public Schools
- Hazel Flowers, Ohio Department of Education
- Karen S. Gallagher, University of Cincinnati
- Brad Mitchell, The Ohio State University
- Geoff Phillips, Proctor and Gamble
- Nancy Zajano, Legislative Office of Education Oversight

Session 10.3 Brigade Room

Paper Session: School Reform Activities and Administrator Development
Chair: J. Theodore Repa, New York University
Participants:
- Who Knows What? Site Based Management
  Robert L. Prickett, Western Kentucky University
- Garth F. Petrie, Murray State University
- Michael D. Richardson, Western Kentucky University
- Administrators and Curriculum: Back Door Approaches to School
  Nancy M. Sanders, University of Colorado-Denver
- Wendy Wheaton, Boulder Valley School
- Creating a Community of Learners and Leaders: A Team Problem-Solving Design of Administrator Development
  Beverly B. Geltner, Oakland University
- When Money Isn't Enough: Beyond Existing School Business Partnerships
  Colleen L. Larson, Indiana University
Discussant: Joan P. Shapiro, Temple University

Session 10.4 Allegheny Room

Symposium: Divergent Perspectives on the Meaning of a Clinical Emphasis in Preparation Programs and the Professorship
Chair: William D. Greenfield, Jr., Portland State University
Presenters:
- Martin Burlingame, University of Tulsa
- John Peper, University of Texas at El Paso
Critics:
- Charol Shakeshaft, Hofstra University
- Joseph F. Murphy, Vanderbilt University

Session 11.1 Board Room

Job Alike-A Cracker Barrel Session: Computer Applications in Educational Administration
Presider: Muriel Mackett, Northern Illinois University
SATURDAY, OCTOBER 27

Saturday 4:30-6:00 p.m.  Session 11.2  Forbes Room
Job Alike-A Cracker Barrel Session: Chairs and Program Leaders
Presider: M. Scott Norton, Arizona State University

Saturday 4:30-6:00 p.m.  Session 11.3  Duquesne Room
Job Alike-A Cracker Barrel Session: Professors and School Finance
Presider: David C. Thompson, Kansas State University

Saturday 4:30-6:00 p.m.  Session 11.4  Chartiers Room
Job Alike-A Cracker Barrel Session: Professors of School Law
Presider: Joan L. Curcio, University of Florida

Saturday 4:30-6:00 p.m.  Session 11.5  Black Diamond Room
Job Alike-A Cracker Barrel Session: Professors of Organizational Theory
Presider: C. John Tartar, St. John’s University

Saturday 4:30-6:00 p.m.  Session 11.6  Rivers Room
Job Alike-A Cracker Barrel Session: Field Studies in Educational Leadership
Presider: Karen F. Osterman, Hofstra University

Saturday 4:30-6:00 p.m.  Session 11.7  Brigade Room
Job Alike-A Cracker Barrel Session: Professors of Politics and Policy Studies
Presider: Donald H. Layton, SUNY-Albany

Saturday 4:30-6:00 p.m.  Session 11.8  Allegheny Room
Symposium: Preparation for School Reform Requires Innovative Instructional Processes in Educational Administration Classes
This session is different. It is a symposium, an action lab, a learning module series, a colloquy and a “fish bowl.”
Chair: Jane C. Lindle, University of Pittsburgh
Participants:
Noreen B. Garman, University of Pittsburgh
Barbara LeGrand, University Illinois
Nona A. Prestine, University of Illinois

UCEA’s Past Presidents Reception
Saturday 6:15-8:00 p.m.  Session 12.1  King’s Garden/Le Bateau
Host: Dean Rodney J. Reed,
The Pennsylvania State University

SUNDAY, OCTOBER 28

Sunday 8:00-9:30 a.m.  Session 13.1  Board Room
Paper Session: Advances and Activities in Administration Preparation
Chair: Jess E. House, University of Toledo
Participants:
Utilizing an Instructional Management System for Curriculum Management in a Clinically-Based Administrator Preparation Program
Lynn Burger, Texas A & M University
P. Wayne Elkins, Texas A & M University
The Administrative Self in Modern Fiction: Using the Novel to Teach Educational Administration
Patricia A. Brieschke, Hofstra University
A Case Method Experiment: Comparisons of Educational Administration Students’ Perceptions of Micropolitical Analysis Versus Other Theoretical Approaches to Administration
Jane C. Lindle, University of Pittsburgh
Using an Instructional Management System as an Educational Decision Support System in an Administrator Preparation Program: The Positive and Negative Potentials
P. Wayne Elkins, Texas A & M University
Discussant: Kenneth H. Ostrander, University of Washington

Sunday 8:00-9:30 a.m.  Session 13.2  Forbes Room
Paper Session: Restructuring and School Reform: Legal Issues and Resources for Change
Chair: Martin W. Schoppmeyer, University of Arkansas
Participants:
Private Foundations: An Empowerment Tool
John A. Brown, Auburn University
James S. Rinehart, Auburn University
Expanding the Resource Base for Restructured Schools
Richard A. King, University of Northern Colorado
Austin D. Swanson, SUNY-Buffalo
Policy Implications of Court-Ordered and Locally-Initiated School Reform
G. Robb Cooper, Northern Illinois University
Muriel Mackett, Northern Illinois University
Suzanne Langston Juday, Northern Illinois University
"Organizing and Leading for Learning," Overcoming the Legal Impediments
Gerald C. Kops, University of Nevada, Las Vegas
Discussant: Sally B. Pancrazio, Illinois State University

Sunday 8:00-9:30 a.m.  Session 13.3  Duquesne Room
Paper Session: Restructuring and the Roles of Professional Educators
SUNDAY, OCTOBER 28

Chair: Rodney T. Ogawa, University of Utah
Participants:
• Central Office Supervisors: Changes in Roles and Responsibilities, Implications for Preparation Programs
  Gail T. Schneider, University of Wisconsin-Milwaukee
  Delbert K. Clear, University of Wisconsin-Milwaukee
• Participative Decision-Making in Pennsylvania Public Schools: Implications for Restructuring Superintendent-Teacher Relationships
  Sean Hughes, University of Pittsburgh
  Charles P. Erdeljac, Hampton School District
• A Community of Learners: New Roles for Administrators and Teachers in Organization Renewal
  Carol Z. McGreven, University of Northern Colorado
• Restructuring the Role of Teachers and Administrators: The Case of Staff Development
  Robert B. Stevenson, SUNY-Buffalo
Discussant: Diana G. Pounder, University of Utah

Sunday 8:00-9:30 a.m. Session 13.4 Chartiers Room
Paper Session: Reform and Restructuring Across the Continent
Chair: Paula M. Short, Auburn University
Participants:
• Rise to Excellence in Arkansas: Educational Reform for the Next Century
  Paul E. Peterson, University of Central Arkansas
• Jump-Starting Educational Reform: Implementing British Columbia's Comprehensive School Act
  Paul Goldman, University of Oregon
• Restructuring Schools: Staff Development Through Teleconferences
  Martha M. McCarthy, Indiana University
• Initiating District and School Level Change Through Restructuring in East Baton Rouge Schools
  Jennifer B. Baird, Louisiana State University
  Jane Nell Luster, Louisiana State University
Discussant: Robert T. Stout, Arizona State University

Sunday 8:00-9:30 a.m. Session 13.5 Traders Room
Chair: Donald B. Reed, Washington State University
Participants:
• Grace A. Bensimon, University of Maryland
• John Cox, Somers Middle School
• Camilla A. Held, University of Maryland
• Lawrence E. Leah, University of Maryland

Sunday 8:00-9:30 a.m. Session 13.6 Rivers Room
Symposium: Designing/Redesigning Doctoral Preparation Programs in Educational Leadership: Proximity to the Reform Agenda
Chair: Richard L. Henderson, U. of Texas-San Antonio
Participants:
• Richard L. Henderson, U. of Texas-San Antonio
• Michael J. Murphy, U. of Colorado-Denver

Sunday 8:00-9:30 a.m. Session 13.7 Brigade Room
Panel Discussion: Reflective Practice, Professional Development, and School Reform
Chair: Robert G. Owens, Hofstra University
Participants:
• Bruce G. Barnett, University of Northern Colorado
• Robert B. Kottkamp, Hofstra University
• Karen F. Osierman, Hofstra University
• Paul A. Pohland, University of New Mexico

Sunday 8:00-9:30 a.m. Session 13.8 Allegheny Room
Symposium: Publishing in EJQ
Presider: Anna W. Hart, University of Utah
Participants:
• Lloyd E. McCleary, University of Utah
• Nancy B. Sorensen, University of Utah

Sunday 9:30-9:45 a.m. Session 14.1 Ballroom Foyer
Morning Break

Sunday 9:45-10:45 a.m. Session 15.1 Ballroom 3 & 4
Joyce L. Epstein
The Johns Hopkins University
"Aim for Reform: Targets for Success in Teaching & Learning."
Epstein is principal research scientist at the Center for Social Organization of Schools, professor of sociology, and author of The Quality of School Life (1981), Friends in School: Patterns of Selection and Influence in Secondary Schools (1983), and School and Family Connections: Preparing Educators to Involve Families (in progress).
Presider: Paul V. Bredeson, Program Co-Chair,
The Pennsylvania State University
Sunday, October 28

**Sunday 11:00-12:30 p.m. Session 16.1 Board Room**

*Paper Session: Policymaking, Partnerships, and Politics in School Reform*

**Chair:** Donald O. Leake, University Wisconsin-Milwaukee

**Participants:**

- Recommendations for Those Seeking to Affect the Educational Policymaking Process—Based on a Case Study of Gifted Education Policy in New Mexico
  
  Susan T. Holderness, University of New Mexico
  
- Formulating Effective Inter-Institutional Partnerships: A Policy Analysis Model
  
  Richard L. Henderson, University of Texas-San Antonio
  
  Absael Antelo, University of Texas-San Antonio

- The Impact of School Governance Restructuring on Public Financial Support Systems
  
  Austin D. Swanson, SUNY-Buffalo
  
  Richard A. King, University of Northern Colorado

- Restructuring Statewide Perceptions of "Educational System" Based on Public School District Indicators in New York
  
  David K. Wiles, SUNY-Albany

**Discussant:** Sean Hughes, University of Pittsburgh

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**Sunday 11:00-12:30 p.m. Session 16.2 Forbes Room**

*Paper Session: Administrator Preparation in a Period of Educational Restructuring*

**Chair:** Pedro Reyes, University of Wisconsin-Madison

**Participants:**

- Reflective Leadership: Restructuring the Research Curriculum and the Dissertation Process in Educational Administration
  
  Joan P. Shapiro, Temple University
  
  Donald L. Walters, Temple University

- Collaborative Training of Prospective School Administrators: An Evaluative Look at a Decade and a Half of Experience
  
  Herman W. Hughes, Pepperdine University
  
  Arthur L. Adams, Pepperdine University
  
  Robert T. DeVries, Los Angeles Unified School District

- Organizing for Learning: Reform in Administrator Preparation
  
  Patricia R. Krzyinski, Washington Association of School Administrators
  
  John Fotheringham, Washington Association of School Administrators

- The Professional Socialization of Graduate Students in Educational Administration
  
  John C. Weidman, University of Pittsburgh
  
  Elizabeth L. Stein, University of Pittsburgh

**Discussant:** James R. Yates, University of Texas-Austin

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**Sunday 11:00-12:30 p.m. Session 16.3 Duquesne Room**

*Paper Session: Professional Preparation for Administrators: New Insights and Perspectives*

**Chair:** Jay D. Scribner, University of Texas-Austin

**Participants:**

- Strategic Planning as a Basis for Restructuring Schools
  
  Charles F. Adams, Wichita State University
  
  Thomas V. Mecca, Piedmont Technical College

- PASS: Paradigmatic Alternatives and School Success
  
  Ulrich C. Reitzug, University of Central Florida
  
  Jeffrey W. Cornett, University of Central Florida

- The Professional Studies Doctorate: Leaders for Learning
  
  Maynard J. Bratlien, Texas A & M University
  
  John B. Hayle, Texas A & M University
  
  Arnold D. Oates, Texas A & M University

- Preparing Educational Leaders for Rural School Districts: New Mexico's State-Wide, Collaborative Approach
  
  Mike M. Milstein, University of New Mexico
  
  L. Nan Restine, University of New Mexico
  
  JoAnn Kruger, University of New Mexico

**Discussant:** Paul A. Pohland, University of New Mexico

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**Sunday 11:00-12:30 p.m. Session 16.4 Chartiers Room**

*Paper Session: On Seminars, Students and Reflective Practice in Administrator Preparation Programs*

**Chair:** Charles E. Kline, Purdue University

**Participants:**

- Comparison Between Outlooks of Academics and Students
  
  Richard Townsend, OISE-Toronto

- Learning to Lead: Reflective Practice in Preservice Education
  
  Ann W. Hart, University of Utah
  
  Nancy B. Sorensen, University of Utah

- The Core Seminar: An Alternative Delivery System for Educational Administration Programs
  
  Raymond L. Calabrese, Eastern Illinois University

**Discussant:** Colleen A. Capper, U. of Wisconsin-Madison

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**Sunday 11:00-12:30 p.m. Session 16.5 Traders Room**

*Symposium: A Research-Based Approach to Restructuring*

**Chair:** Larry E. Frase, San Diego State University

**Participants:**

- Kirk Ankeney, San Diego City School District
  
  Sharon Conley, University of Arizona
  
  Fenwick W. English, University of Cincinnati
  
  Raymond Latta, San Diego State University
SUNDAY, OCTOBER 28

[Saturday 11:00-12:30 p.m. Session 16.6 Rivers Room]

Symposium: School Restructuring: Perspectives from Political and Organizational Theory

Chair: Nancy A. Evers, University of Cincinnati

Participants:
- Robert B. Donmoyer, The Ohio State University
- James Scheurich, The Ohio State University

Critics:
- George J. Crawford, University of Kansas
- Brad Mitchell, The Ohio State University

[Sunday 11:00-12:30 p.m. Session 16.7 Brigade Room]

Symposium: Educational Reform: A View from the Perspective of the Central Office Professional Staff

Chair: Samuel E. Gerla, Eastern Oregon State College

Participants:
- Mack D. Armstrong, Shelton Schools, Shelton, Washington
- Glenys H. Hill, Central Valley Schools, Spokane, Washington
- Gregory D. Johnson, Bainbridge Island Schools, Bainbridge Island, Washington
- William J. Jordan, Richland Schools, Richland, Washington
- G. Sue Shannon, North Thurston Schools, Lacey, Washington

Discussants:
- Gail C. Furman, Washington State University-Pullman
- Donald B. Reed, Washington State University-Pullman
- Richard D. Sagor, Washington State University-Vancouver

[Sunday 11:00-12:30 p.m. Session 16.8 Allegheny Room]

Symposium: Listening to the Voices of Teachers and Administrators in the Discourse of School Restructuring

Chair: Helen M. Hazi, West Virginia University

Participants:
- Noreen B. Garman, University of Pittsburgh
- Helen M. Hazi, West Virginia University
- Patricia E. Holland, University of Houston
- Dwillis G. Wallman, Western Kentucky University

JACK A. CULBERTSON AWARD

The 1990 Jack A. Culbertson Award will be presented at the UCEA Convention '90 Luncheon, Saturday, October 27. The award was established in 1982 to recognize the unique contributions of outstanding junior professors and to honor Jack A. 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 P. Anderson (The Ohio State University). The 1990 Selection Committee was chaired by Grace Butler (University of Houston), and she was assisted by committee members Martin Finkelstein (Seton Hall University) and Martha M. McCarthy (Indiana University).

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, Tempe, AZ 85287-2211.

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Goldman, Paul (4.1, 13.4)  
Goldring, Ellen B. (6.4)  
Greenfield, William D., Jr. (10.4)
Participants and Sessions (continued)

Greer, John T. (1.2, 4.7) Luster, Jane Nell (13.4)
Hack, Walter G. (8.2) Mackett, Muriel (8.2, 11.1, 13.2)
Harris, J. John, III (6.6) Malen, Betty (8.4)
Hart, Ann W. (13.8, 16.4) McCarthy, Martha M. (13.4)
Hartman, William T. (6.8) McCleary, Lloyd E. (13.8)
Hatley, Richard V. (6.2) McClure, Maureen (4.6)
Hazi, Helen M. (16.8) McGrevin, Carol Z. (13.3)
Heflin, John F. (6.6) Mecca, Thomas V. (16.3)
Heid, Camilla A. (6.6, 8.4, 13.5) Michael, Robert (4.7)
Henderson, Donald (2.1) Miller, Linda D. (6.2)
Henderson, Richard L. (13.6, 16.1) Milstein, Mike M. (6.5, 16.3)
Hill, Glenys H. (16.7) Mitchell, Brad (10.2, 16.6)
Holderness, Susan T. (16.1) Moses, Monte C. (4.7)
Holland, Patricia E. (16.8) Mulkeen, Thomas A. (6.7, 8.7)
Holloway, William H. (8.8) Murphy, Joseph F. (8.4, 10.4)
Hooker, Richard L. (4.1) Murphy, Michael J. (13.6)
House, Jess E. (4.2, 13.1) Muth, Rodney (4.7, 8.7)
Howe, William (10.1) Napier, Laura A. (6.2)
Hoyle, John R. (16.3) Nelson, Glenn (8.2)
Hughes, Herman W. (16.2) Norton, M. Scott (6.3, 8.4, 11.2)
Hughes, Sean (2.1, 8.2, 13.3, 16.1) Nyberg, David (4.3)
Humicut, Harold B. (6.7) Oates, Arnold D. (16.3)
Jackson, Debra (8.7) Ogawa, Rodney T. (13.3)
Jacobson, Stephen L. (4.3, 6.4) Osterman, Karen F. (11.6, 13.7)
Johnson, Christine (1.2) Ostrander, Kenneth H. (13.1)
Johnson, Gregory D. (16.7) Owens, Robert G. (4.8, 8.3, 13.7)
Jordan, William I. (16.7) Pancrazio, Sally B. (13.2)
Judy, Suzanne Langston (13.2) Parker, Laurence J. (6.7)
Kasten, Katherine L. (4.4, 8.7) Pautler, Albert J. (6.5)
Kerchner, Charles T. (8.6) Peper, John (10.4)
King, Richard A. (13.2, 16.1) Peterson, Paul E. (13.4)
Pence, Garth F. (10.3) Pectore, Hugh G. (4.3)
Kline, Charles E. (16.4) Phillips, Geoff (10.2)
Kops, Gerald C. (1.1, 13.2) Pohland, Paul A. (13.7, 16.3)
Kottkamp, Robert B. (13.7) Pounder, Diana G. (6.2, 13.3)
Krueger, JoAnn (6.5, 16.3) Prestine, Nora A. (11.8)
Kryszinski, Patricia R. (16.2) Prickett, Robert L. (10.3)
LaBelle, Thomas J. (2.1, 3.1) Reed, Donald B. (4.2, 13.5, 16.7)
Lacy, Vickie J. (6.3) Reed, Rodney J. (2.1, 12.1)
Lagana, Joseph F. (6.2) Reizug, Ulrich C. (16.3)
Larson, Colleen L. (10.3) Repa, J. Theodore (8.3, 10.3)
Latta, Raymond (16.5) Restine, L. Nan (6.5, 16.3)
Layton, Donald H. (11.7) Reyes, Pedro (6.4, 16.2)
Leak, Lawrence E. (13.5) Richardson, Michael D. (10.3)
Leake, Donald O. (16.1) Rinehart, James S. (1.1, 8.4, 13.2)
LeGrand, Barbara (11.8) Russo, Charles J. (8.6)
Lindoe, Jane C. (1.1, 6.2, 11.8, 13.1) Ryan, Charles W. (6.1)

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