UCEA CONVENTION '95

Co-hosted with the University of Utah

Challenging the Paradoxes: 
Re-examining Leadership for 
Community, Diversity, and Learning

Salt Lake City, Utah
Red Lion Hotel Salt Lake City
255 South West Temple
October 27-29, 1995

The University Council for Educational Administration
212 Rackley Building
University Park, PA 16802-3200
Telephone: (814) 863-7916
Fax: (814) 863-7918
1995 CONVENTION WELCOME

Welcome to the ninth annual UCEA Convention and to Salt Lake City. The focus, format, and quality of participants in the convention make this meeting a premier event. New thinking and new directions from research, policy, and practice in educational leadership around the world are created each year at the UCEA convention.

This year's theme of "Challenging the Paradoxes: Re-examining Leadership for Community, Diversity, and Learning" calls us to make meaning of contrasting ideas and values within an open community. The Convention '95 program co-chairs, Paula A. Cordeiro and Gary M. Crow, are to be congratulated on planning an excellent, interactive program. The innovative program design includes stimulating speakers, paper sessions, conversations, debates, and charlas, which are to create forums for understanding and appreciating different points of view.

UCEA is grateful to the University of Utah for hosting Convention '95. Salt Lake City is a particularly appropriate setting for our meeting. Its landscape is made of wonderful contrasts, from expansive mountain ranges to the Great Salt Lake, and it is home to people who meet challenges and create new futures. While here in Salt Lake City, I invite you to make a home in the midst of contrasts. Let us reside in a place where we examine contrasting ideas and values, make meaning of them, and take action which leads to improved education.

Have a stimulating, productive, and rewarding Convention '95.

It is my pleasure, on behalf of the Graduate School of Education at the University of Utah, to welcome you to Salt Lake City for the ninth annual UCEA conference. Salt Lake is home to one of the top 10 departments of educational administration in the nation, boasts that it has the "Best Snow on Earth," and is the host for the 2002 Olympic Winter Games. Our motto for the Olympics is, "The World is Welcome Here." As cosponsor of this UCEA conference, we are pleased to roll out the welcome mat to all members and guests.

Utah is a land of contrasts, from the majestic beauty of the Wasatch Mountains to the vast openness and color of our Canyon lands. Educationally, the contrast between Utah and other states is also great. Utah has the highest percentage of people under the age of 18, the second largest average class size, the lowest per pupil expenditure in the country, and among the lowest average salaries for teachers in the nation. The disparities between advantaged and disadvantaged children have never been more glaring.

Despite the challenges our educators face, Utah consistently ranks at or above the national average on a variety of indicators, including: the percentage of Utahns with a high school diploma (87.5%), the percentage with four or more years of college (22.4%), ACT composite score-averages for the past decade have consistently been above the national average, and, the number of students who take and pass AP exams in core subject areas (Johnson, 1993-94, Utah Education Policy Center). We are urged to doing a lot with a little.

Like you, we face a variety of paradoxes related to designing, delivering, and evaluating educational programs for children and youth and in preparing educational leaders for careers in school administration and higher education. Your conference theme of "Challenging the Paradoxes: Re-examining Leadership for Community, Diversity, and Learning," strikes a chord in Utah that reverberates across the nation. I wish you a very rewarding conference surrounded by the beauty of our mountains and by good friends and colleagues.
REGISTRATION

Advance Registration: Use the accompanying form to register and purchase banquet tickets. Banquet tickets may not be available for purchase on-site. Advance registrations must be received at UCEA headquarters by October 9, 1995. After that date, fees will be increased for all registrants. The convention presessions begin at 9:00 a.m., Thursday, October 26. The convention officially begins on Friday at 3:00 p.m. with a general session. The last session ends at 12:15 p.m., Sunday, October 29 with an invited address by David B. Tyack. Badges and banquet tickets will be mailed to advance registrants. Requests for refunds will not be considered after October 9.

On-Site Registration: On-site registration will be possible at the convention registration desk on the second level. Badge holders and "Program Changes" will be available there. Replacements for lost or forgotten badges or programs will be available for a nominal $2.00 fee.

HOUSING AND TRANSPORTATION

Participants are responsible for their own transportation and housing arrangements. For group rates at the Red Lion Hotel/Salt Lake City call 1-801-328-2000 and identify yourself as a UCEA conventioneer. Reduced rates for the group are $77.00 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 25, 1995. 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 is 1:00 p.m.

The address of the Red Lion Hotel in Salt Lake City is 255 South West Temple, Salt Lake City, UT 84101. Phone: (801)-328-2000.

AIR TRANSPORTATION:
Salt Lake International Airport is serviced by Delta, American, TWA, United, Continental, Northwest, America West, and Southwest airlines.

RAIL TRANSPORTATION:
Four Amtrak trains are routed through Salt Lake daily. The historic Rio Grande depot is just three city blocks from hotels and meeting facilities.

GROUND TRANSPORTATION:
From Salt Lake International Airport, to center city:
- 6 miles by taxi, about 10 minutes and $11.00.
- The Red Lion's complimentary red & white shuttle picks up passengers at 15 and 45 minutes after the hour. Delta passengers flag the shuttle down at door 10. United, American, and Southwest passengers flag it down at door 5.

MAP OF SALT LAKE CITY AREA

Historic Temple Square, located four blocks from the Red Lion Hotel, encompasses The Salt Lake Temple, two visitor centers, The Tabernacle, home of the world famous Mormon Tabernacle Choir, Assembly Hall, and several monuments including The Seagull Monument. Free one-hour tours are conducted at 15-minute intervals from 9 a.m. to 9 p.m. The Mormon Tabernacle Choir rehearses Thursday nights and performs Sunday mornings. Next to Temple Square is the Family History Library, the world's largest and most complete collection of genealogical information.

Trolley Square, a unique shopping and entertainment center located in renovated 1908 trolley barns, contains more than 100 shops, restaurants, night spots, and a farmer's market. Crossroads Plaza, in the heart of the city, is the largest downtown covered shopping mall in the U.S. Triad Center includes a 1,500-seat amphitheater and outdoor ice rink.

The Great Salt Lake is located only 17 miles west of the city. Its enormous size and salinity, exceeded only by The Dead Sea, draw visitors from around the world. South of Salt Lake is the Bingham Canyon Copper Mine, the world's largest man-made excavation and "The Richest Hole in the World."
EXHIBITORS

Exhibits of publishing houses will be open all day in the Red Lion Ballroom Saturday, 7:30 am-5:30 pm and on Sunday, 7:30-10:30 am

AASA
Ablex Publishers
Allyn & Bacon
Corwin Press, Inc.
Educational Technology ERIC Clearing House on Educational Management
Eye on Education
Falmer Press
Garland Publishing
Greenwood Publishing Group
Harvard University Press
JAI Press Inc.
Jossey-Bass Inc.
Longman Publishing Group
McCutchan Publishing Corp.
McGraw-Hill, Inc.
Oryx Press
Penn State University Press
Routledge Chapman & Hall
SAGE Publications
Scholastic Publishing
SUNY Press
Taylor & Francis, Inc.
Teachers College Press
Technomic Publishing Company
UCEA, Inc.
University of Chicago Press
Waveland Press

NEW CONVENTION FEATURE

We have asked exhibiting publishing houses to nominate outstanding authors of current books of interest to hold informal author's forums during the convention. The forum will be set up in the hall adjacent to the Red Lion Ballroom, second level, on Saturday. Please join us. The authors are:

- **George E. Pawlis** for his new book *The Administrator Guide to School-Community Relations.*
  ©1995 Corwin Press
  Saturday, 11:30 am

- **Karen Seashore Louis & Sharon D. Kruse** for their new book *Professionalism and Community: Perspectives on Reforming Urban Schools.*
  ©1995 Corwin Press
  Saturday, 3:00 pm

- **Mary John O’Hair** (with Sandra J. Odell) for their new book *Educating Teachers for Leadership and Change: Teacher Education Yearbook III.*
  ©1995 Corwin Press
  Saturday, 4:45 pm

PROPOSAL REVIEWERS

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

**Reviewer**

Judy A. Alston
Lynn K. Arney
Terry A. Astuto
Zariff F. Bacillo
Grover H. Baldwin
James R. Bliss
Maynard J. Bratien
Paul V. Bredeson
Kenneth H. Brinson, Jr.
Lianne Brouilette
Martin Burlingame
Nelda H. Cambron-McCabe
Trudy A. Campbell
Yvonne Cano
Colleen A. Capper
Edward W. Chance
James G. Cibulka
David L. Coton
Mary Jane Connelly
Jane Conoley
A. Reynaldo Contreras
James A. Conway
Paula A. Cordeiro
John C. Daresh
James L. Douc
Mary E. Driscoll
Daniel L. Duke
Howard Ehrman
Fenwick W. English
David A. Erlandson
Karen Evans
Nancy A. Evers
William A. Firestone
William P. Foster
James M. Fraser
Connie L. Fulmer
Gail C. Furman
Patrick F. Galvin
Alan K. Gaynor
Paul Goldman
Maria Gonzalez
Marilyn L. Grady
John T. Greer
Burnis Hall, Jr.
Anita Hardin
Ann W. Hart
Richard V. Hatley
Patricia E. Holland
Richard L. Hooker
Larry W. Hughes
Sean Hughes
Richard C. Hunter
Adrienne E. Hyle
Vivian W. Ikpa
Barbara L. Jackson
Stephen L. Jacobson
Bob L. Johnson, Jr.
C. Philip Kearney
Carolyn Kelley
Richard A. King
Gerald C. Kops
William J. Kritek
Barbara Y. LaCost
Janet H. Laurence

**Affiliation**

UCEA
Oklahoma State University
New York University
St. John's University
University of Toledo
Rutgers-SUNY
Texas A & M University
University of Wisconsin-Madison
UCEA
Oklahoma State University
Oklahoma State University
Miami University
Kansas State University
University of Oklahoma
University of Wisconsin-Madison
University of Nevada-Las Vegas
University of Maryland
University of New Mexico
University of Tennessee-Knoxville
University of Nebraska-Lincoln
San Francisco State University
SUNY-Buffalo
University of Connecticut
Illinois State University
University of Florida
New York University
University of Virginia
University of Kansas
University of Kentucky
Texas A & M University
University of Utah
University of Cincinnati
Rutgers-SUNY
Indiana University
Georgia State University
Northern Illinois University
Washington State University
University of Utah
Boston University
University of Oregon
New Mexico State University
University of Nebraska-Lincoln
Georgia State University
Wayne State University
Auburn University
University of Utah
University of Missouri-Columbia
University of Houston
University of Houston
University of Pittsburgh
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Oklahoma State University
Temple University
Fordham University
SUNY-Buffalo
University of Utah
University of Michigan
University of Wisconsin-Madison
University of Northern Colorado
University of Nevada, Las Vegas
University of Wisconsin-Milwaukee
University of Nebraska-Lincoln
University of Michigan
PROPOSAL REVIEWERS

Reviewer
Barbara L. Licklider
Jane C. Lindle
Kofi Lomotey
Karen Seashore Louis
Karen Loup
Richard MacFeely
Muriel Mackett
Betty O. Malen
Spencer J. Maxey
Martha M. McCarthy
Donald J. McCarty
Eugene P. McLoone
James F. McNamara
Larry McNeal
Samuel Meisels
Betty M. Merchant
Norma T. Mertz
Mike M. Milstein
Cecil G. Miskeb
Grayson B. Noley
Mary J. O'Hare
Rodney T. Ogawa
Forrest W. Parkay
Barbara Nelson Pavan
Michael Pavel
Keri D. Peterson
Wendy L. Poole
Diana G. Pounder
Noma A. Prestine
Ruth E. Randall
Eugene W. Ratsoy
Mary Anne Raywid
Donald B. Reed
Ulrich C. Reitzug
J. Theodore Repa
L. Nan Restine
Pedro Reyes
Carolyn J. Riehl
James S. Rinehart
Charles J. Russo
Gail T. Schneider
Jay D. Scribner
Charol Shakeshaft
Joan P. Shapiro
Carolyn M. Shields
Paula M. Short
Kenneth A. Sirotkin
Leslie S. Siskin
Robert O. Slater
Ellen M. Smith Sloan
David J. Sperry
Robert J. Starratt
Carl R. Steinhoff
Robert T. Stout
C. John Tarter
Dianne L. Taylor
Michael Trevisan
Julie K. Underwood
Eddy J. Van Meter
Richard C. Wallace, Jr.
Carolyn L. Wanat
Linda S. Warner
Frederick C. Wendel
Philip T. West
David K. Wiles
Donald J. Willower
James R. Yates
Diane M. Yerkes
I. Philip Young

Affiliation
Iowa State University
University of Kentucky
Louisiana State University
University of Minnesota
University of Connecticut
Northern Illinois University
Northern Illinois University
University of Maryland
University of Wisconsin-Madison
University of Maryland
Texas A&M University
Illinois State University
University of Michigan
University of Illinois-Champaign
University of Tennessee
University of New Mexico
University of Michigan
Arizona State University
University of Oklahoma
University of California-Riverside
Washington State University
Temple University
Washington State University
University of Wisconsin-Madison
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University of Kentucky
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University of Nebraska-Lincoln
University of Kansas
Washington State University
New York University
University of Texas-Austin
University of Michigan
University of Kentucky
University of Wisconsin-Milwaukee
University of Texas-Austin
Washington State University
University of Wisconsin-Milwaukee
New York University
University of Oklahoma
University of Texas-Austin
University of Wisconsin-Madison
University of Michigan
University of Kentucky
University of Nebraska-Lincoln
University of Kansas
Fordham University
University of Nevada, Las Vegas
Arizona State University
St. John's University
Louisiana State University
Washington State University
Miami University-Oxford
University of Kentucky
University of Pittsburgh
University of Kentucky
University of Iowa
University of Missouri-Columbia
University of Nebraska-Lincoln
Texas A&M University
SUNY-Albany
The Pennsylvania State University
University of Texas-Austin
California State University-Fresno
The Ohio State University

FRIDAY, OCTOBER 27

CONVENTION '95

PROGRAM

Convention Registration
FRI 12:00 Noon - 6:00 pm

2nd Level

COATROOM

Presession 1.1
THURS 9:00 a.m.-5:00 p.m.
University Of Utah
FRI 9:00-12:00 pm 2nd Floor, TOPAZ ROOM, Red Lion Hotel

Workshop on Instructional Technologies
Sponsored by Division A of AERA, UCEA, NPBEA, and the Danforth Foundation. (Transportation to the University of Utah Campus will be provided). Purpose: The purpose of the workshop is to expose professors of educational administration to the ways colleagues are integrating technology into teaching and research. Topics include college-wide technology initiatives, integrating instructional technologies, technology instruction in higher education, distance education, teaching educational administration via E-mail, CD-ROM, Hypertext, Lotus, paperless classes, use of Internet for research, multimedia, and mediated video.

Registration: Limited to 50, maximum of 2 persons per institution. To register, send name, affiliation, address, and phone number to Scott D. Thomson, Executive Secretary, NPBEA, 4400 University Drive, Fairfax, VA 22030-4444 or Fax 703-993-3643. Pre-registration is required but there is no fee.

Presenters: Miles T. Bryant, University of Nebraska-Lincoln
Clifford Drew, University of Utah
Kenneth E. Lane, California State, San Bernardino
L. Joseph Matthews, University of Utah
John B. Nash, University of Texas-El Paso
Alan T. Seagren, University of Nebraska-Lincoln
Joan Sebastian, University of Utah
Susan Sheridan, University of Utah
Paula M. Short, University of Missouri-Columbia
Julie K. Underwood, Miami University
Britt Watwood, University of Nebraska-Lincoln
Marshall Welch, University of Utah

Session organized by AERA, Division A Technology Committee:
Paula M. Short (chair), Clifford Drew, and Kenneth Lane.
FRI 1:00-3:00 pm Presession 1.2 2nd Floor, CANYON ROOM III

The Paradox of Faculty-Chair Leadership: Resolving the Web of Conflict

Organizers: Walter H. Gmelch, Washington State University
Forrest W. Parkay, Washington State University
Dean Sorenson, University of Wyoming

FRI 12:00-2:45 pm Session 1.3 2nd Level, CANYON ROOM II

GRADUATE STUDENT SYMPOSIUM (PART I)

Symposium: Defining and Focusing a Research Agenda: Some Personal Reflections

Presenters: William A. Firestone, Rutgers University
Betty Malen, University of Maryland
Rodney T. Ogawa, U. of California-Riverside

Moderator: Bob L. Johnson, Jr., University of Utah

FRI 3:00-4:30 pm Session 2.1 GRAND BALLROOM C

OFFICIAL CONVENTION OPENING AND INVITED ADDRESS

Presider: Nancy A. Evers
UCEA Immediate Past President

Welcomes: Colleen S. Kennedy, Dean
University of Utah
Patrick B. Forsyth, UCEA Executive Director

Presentation of Culbertson Award

Introduction of Invited Speaker: Gary M. Crow, U. of Utah

Invited Address:

Mary Catherine Bateson
"Continuity and Change: Two Sides of the Coin"

Bateson is Clarence Robinson Professor of Anthropology and English at George Mason University in Virginia. She is a cultural anthropologist who has taught at several colleges and universities including Northeastern, Amherst, and also in Iran. Her books include: With a Daughter's Eye: A Memoir of Margaret Mead and Gregory Bateson (1984), Angels Fear: Composing a Life (1989), and Peripheral Visions: Learning Along the Way (1994).

FRI 4:45-6:15 pm Session 3.1 2nd Level, TOPAZ ROOM

Paper Session: What's Important in the Preparation of Educational Leaders

- Preparing School Leaders: What Works?
  Kenneth A. Leithwood, OISE
  Peter T. Wilson, Danforth Foundation

- Promoting Excellence in Educational Leadership: What Really Matters?
  Jo Ann Krueger, University of New Mexico
  Mike M. Milstein, University of New Mexico

- Challenging Tradition: Re-examining the Preparation of Education Leaders for the Workplace
  Christine M. Kraus, University of Connecticut
  Paula A. Cordeiro, University of Connecticut

Discussion Leader: Nelda H. Cambron-McCabe, Miami U.

FRI 4:45-6:15 pm Session 3.2 Lobby Level, SALON I

Paper Session: Building Community: Parents, Community Relations, and Year-Round Schools

- The Challenge of Building Community in Multi-track Year-round Schools
  Carolyn M. Shields, U. of British Columbia

- A Study of Core Values: Discovering a Common Focus for Educating Young Citizens Through Collaborative Community Leadership
  Nadyne Guzman, U. of Colorado-Colorado Springs

- School Community Relations Profiling: Re-examining Leadership For Community
  Larry McNeal, Illinois State University
  Dianne Ashby, Illinois State University

- Parent-Teacher Participation in the Context of School Restructuring
  Patricia A. Bauch, University of Alabama
  Ellen B. Goldring, Vanderbilt University

Discussion Leader: Grover H. Baldwin, University of Toledo

FRI 4:45-6:15 pm Session 3.3 Lobby Level, SALON II

Paper Session: Diverse Approaches to Meeting the Needs of Teachers and Students

- Contradictions in Three Models of Service Delivery to Special Needs Students: An Explanation and Appraisal
  Barbara Y. LaCost, U. of Nebraska-Lincoln
  Kim M. Maschmann, Emerson-Hubbard PS

- When Teachers Take Charge of Their Own Improvement: A Case Study of an Urban High School
  Judith A. Ponticelli, Texas Tech University

- Expert-Novice Differences in a Classroom Supervision Task
  Judith A. Kerrins, California State U.-Chico

Discussion Leader: Alan K. Gaynor, Boston University
FRIDAY, OCTOBER 27/SATURDAY, OCTOBER 28

FRI 4:45-6:15 pm Session 3.4 2nd Level, CANYON ROOM II

Paper Session: Conflict, Involvement, and Community
- Is the Land of Oz an Alien Nation? A Micropolitical Study of School Community Conflict
  Colleen L. Larson, Indiana University
- Faculty Work Teams: Promoting Teacher Leadership, Involvement, & Community
  Diana G. Pounder, University of Utah
- Contradictory Messages in Systemic Reform: Creating Conflict and/or Generating Change?
  Wendy L. Poole, University of Connecticut
Discussion Leader: Grayson B. Noley, Arizona State U.

FRI 4:45-6:15 pm Session 3.7 2nd Level, SEMINAR THEATER

Forum: An Open Forum on the UCEA Knowledge Base Project: Paradoxes of Quality, Diversity, and Implications for the Training of Educational Leaders
  Robert B. Donmoyer, Ohio State University
  James J. Scherich, University of Texas
  Robert J. Starratt, Fordham University

FRI 4:45-6:15 pm Session 3.8 2nd Level, CANYON ROOM I

  Joseph G. Claudet, Texas Tech University
  Robert S. Brown, Ector Independent SD
  Joseph W. Licata, Oklahoma State University
  Janet L. Penn, Ector Independent SD
  Cynthia L. Uline, Pennsylvania State University
  Donald J. Willower, Pennsylvania State University

FRI 6:30-8:00 pm 2nd Level, GRAND BALLROOM A/B

Reception Honoring UCEA Past Presidents
Hosting: Paula M. Short, UCEA President

SATURDAY, OCTOBER 28

Convention Registration
SAT 7:30-12:00 pm 2nd Level, COATROOM

EXHIBITS 7:30 am-5:30 pm RED LION BALLROOM
- Coffee and concession available in hall cafe.

SAT 7:00-8:00 am Session 4.1 2nd Level, CANYON ROOM I

Meeting: Editorial Board for UCEA Cases Project

SUN 7:00-8:00 am Session 4.2 2nd Level, CANYON ROOM II

Annual Meeting: UCEA Program Center Directors
Presider: M. Scott Norton, Arizona State University

SAT 8:10-9:35 am Session 5.1 2nd Level, TOPAZ ROOM

 Debate: Professionalization vs. Parent and Community Involvement: Is the Conflict Between School and Community About to be Renewed?
  Robert L. Crowson, Vanderbilt University
  James G. Cibulka, University of Maryland
  Mary E. Driscoll, New York University
  Ellen B. Goldring, Vanderbilt University
  Charles T. Kerchner, Claremont Graduate School
  Hanne B. Mawhinney, University of Ottawa
  Rodney T. Ogawa, U. of California-Riverside

SAT 8:10-9:35 am Session 5.2 2nd Level, CANYON ROOM II

Paper Session: Leader Role Perceptions: Changing Metaphors
- Principals: Parents, Pivots, or Pizzas? Metaphors, Schools and Leadership
  Dick Weindling, Create Consultants
- Creating a Climate for Collaborative, Emergent Leadership at an Urban High School: Exploring the Role Changes, Stressors, and Paradoxes of Restructuring
  Forrest W. Parkay, Washington State University
  William M. Ammentorp, University of Minnesota
  Walter H. Gmelch, Washington State University
- Chief Executive or Instructional Leader? Experiences of Principals and Headteachers in the U.S. and the U.K.
  Betty M. Merchant, University of Illinois
  Trevor D. Male, Brunel University
Discussion Leader: Richard A. King, U. of Northern Colorado

SAT 8:10-9:35 am Session 5.3 Lobby Level, SALON I

Paper Session: Time, Reform, and Work Environment: Implications for Policy
- The Design Studio: A Working Environment for Policy
  George Copa, University of Minnesota
  Tom Morgan, Augsburg College
- School Leadership in an Era of Time Scarcity: The Individual-Organizational Time Dilemma Associated with School Reform and Improvement Efforts
  James E. Bruno, UCLA
SATURDAY, OCTOBER 28

- Organizational Relationships in Localized Educational Reform
  Daniel M. Miller, New York University
  Discussion Leader: James R. Bliss, Rutgers-SUNY

SAT 8:10-9:35 am Session 5.4 Lobby Level, SALON II

Paper Session: Challenges for Principals: Empowerment and Authenticity
- The Relationship of Empowerment and Principals’ Social Influence
  James S. Rinehart, University of Kentucky
  Paula M. Short, University of Missouri
  Mona Eckley, Pennsylvania State University
- Leading in Democratic Schools: Challenging the Norms through Empowerment
  Mary J. O’Hair, University of Oklahoma
  Ulrich C. Reitzug, U. of Wisconsin-Milwaukee
  Kenneth Bastian, All Saints Episcopal
- Leader Authenticity: Key to School Climate
  James E. Henderson, Duquesne University
  Donald B. Reed, Washington State University

SAT 8:10-9:35 am Session 5.5 2nd Level, CANYON ROOM III

President’s Invited Session: What We Know and Don’t Do
Richard L. Andrews, University of Missouri

SAT 8:10-9:35 am Session 5.9 GRAND BALLROOM A/B

Charla: School District Downsizing: Route to Rightsizing or Capsizing
  Judith H. Berg, University of Northern Colorado
  Gene E. Hall, University of Northern Colorado
  Gerald Difford, Cherry Creek Schools

SAT 8:10-9:35 am Session 5.10 GRAND BALLROOM A/B

Charla: Leadership and Community Under Conditions of Postmodernity
  William P. Foster, Indiana University
  Gail Chase Furman, Washington State University
  Fenwick W. English, University of Kentucky

SAT 8:10-9:35 am Session 5.11 GRAND BALLROOM A/B

Charla: How Do We Teach "Managing Diversity"?
  Ernestine K. Enomoto, University of Maryland

SAT 8:10-9:35 am Session 5.12 GRAND BALLROOM A/B

Charla: Can School Leaders be Ethical and Effective?
  Daniel L. Duke, University of Virginia
  Kenneth A. Leithwood, OISE

SAT 9:45-11:15 am Session 6.1 2nd Level, TOPAZ ROOM

Debate: Separated at Birth or Joined at the Hip? Conceptual, Contextual, and Practical Issues in Linking Administrator and Teacher Education Programs
  Ulrich C. Reitzug, U. of Wisconsin-Milwaukee
  Carolyn J. Richl, University of Michigan
  Karen Seashore Louis, University of Minnesota
  Terry A. Astuto, New York University
  Mark A. Smylie, University of Illinois-Chicago

SAT 9:45-11:15 am Session 6.2 2nd Level, CANYON ROOM I

Paper Session: What Roles Do Leadership, Efficacy, and Academic Achievement Play?
- School Organizational Efficacy: A New Construct Linking Leading, Learning, and Effectiveness
  Karen S. Loup, University of Connecticut
  Chad D. Ellett, Louisiana State University
- Sense of Community and Academic Effectiveness in American High Schools: Some Cautionary, Yet Promising Evidence from NELS:88
  Roger C. Shouse, Pennsylvania State University
  Kenneth H. Brinson, Jr., Pennsylvania State U.
- Leaders and Institutionalization of School Improvement Initiatives: Determinants of Success
  Keith D. Walker, University of Saskatchewan
  Vivian Hajnal, University of Saskatchewan
  Larry Sackney, University of Saskatchewan
  Donald B. Reed, Washington State University

SAT 9:15-11:45 am Session 6.3 2nd Level, CANYON ROOM II

Paper Session: Rethinking Theory and Its Implications for Educational Administration
- A Moral Education: Communitarianism, Moral Theory and School Leadership
  Gordon S. Gates, Washington State University
- The Exaggerated Influence of Philosophical Positivism and Sociological Functionalism on Educational Administration
  Donald J. Willower, Pennsylvania State University
- Beyond the Bipolarity of Paradoxes: An Introduction to Educational Metaphors of Chaos Theory
  Jeanne R. Fiene, University of Missouri-Columbia
  Discussion Leader: Larry W. Hughes, University of Houston

SAT 9:45-11:15 am Session 6.4 2nd Level, CANYON ROOM III

Paper Session: Perspectives on the Preparation of Educational Leaders
- The Paradox of Preparing Educational Leaders
  Daniel L. Duke, University of Virginia
SATURDAY, OCTOBER 28

- Developing Creative Leaders for Empowered Schools
  Cynthia J. Norris, University of Houston
  Douglas S. Hermond, University of Houston
  Charles Meisgeier, University of Houston
- How Can We Prepare Reflective Administrators for a Non-Reflective World? Alternative Assessment Can Help
  P. Kay Duncan, Emporia State University

Discussion Leader: L. Nan Restine, Oklahoma State University

**SAT 9:45-11:15 am Session 6.5 Lobby Level, SALON I**

**Paper Session:** On Defining Community
- Calling for Community in a Conservative Age
  Catherine A. Lugg, Pennsylvania State University
- Creating Schools as Communities in Inner-Cities: Paradoxes in Current Proposals for the Reform of Urban Education
  Edward J. Fuller, University of Texas-Austin
- Taking Account of Conflict, Culture, and Difference: Toward a Deeper Understanding of Community
  Carolyn M. Shields, U. of British Columbia
  Patricia A. Selzer, Monument Valley HS, UT
  Conrad Aiken, Mexican Hat Elementary School

Discussion Leader: Betty Malen, University of Maryland

**SAT 9:45-11:15 am Session 6.9 GRAND BALLROOM A/B**

Charla: Racial As a Lived Experience: Reflections on Issues of Community, Diversity, and Learning in Organizational Life
- Robert B. Donmoyer, Ohio State University
- Linda C. Tillman, Ohio State University

**SAT 9:45-11:15 am Session 6.10 GRAND BALLROOM A/B**

Charla: Politics and Paradoxes of the Professorship in Educational Administration
- Gary L. Anderson, University of New Mexico
- Joseph J. Blase, University of Georgia
- William P. Foster, Indiana University
- Jo Roberts Blase, University of Georgia
- Maria Luisa Gonzalez, New Mexico State U.
- Colleen A. Capper, U. of Wisconsin-Madison

**SAT 9:45-11:15 am Session 6.11 GRAND BALLROOM A/B**

Charla: Corporate Reflective Practice as Transformational Leadership
- Robert B. Kottkamp, Hofstra University
- Robert J. Manley, West Babylon PS, NY

**SAT 11:30-1:00 pm Session 7.1 2nd Level, CANYON ROOM III**

**PEA Invited Session:** Implications of the Republican "Revolution" for

SATURDAY, OCTOBER 28

**SAT 11:30-1:00 pm Session 7.2 2nd Level, SEMINAR THEATER**

**Paper Session:** Collaboration: Schools, Universities, and Teacher Unions
- A Creative School Within a Custodial System?
  Catharine T. Perry, University of Houston
- Professional Development Through Action Research: A Collaborative School/University Project
  Paul V. Bredeon, U. of Wisconsin-Madison
  Jay P. Scribner, University of Wisconsin-Madison
- The Role of the Teachers Union in Systemic Reform: Balancing Opposites or Managing Dynamic Synthesis?
  Wendy L. Poole, University of Connecticut

Discussion Leader: James L. Doud, University of Florida

**SAT 11:30-1:00 pm Session 7.3 2nd Level, TOPAZ ROOM**

**Paper Session:** The Superintendency: Issues of Gender and Politics
- The Rashomon of Perceptions: Educational Leadership and/or Politics
  Judith H. Berg, University of Northern Colorado
- "Stalking" the Superintendency: Toward Greater Gender Diversity
  C. Cryss Brunner, U. of Wisconsin-Madison
- First Year District Superintendents: Women Reflect on Contradictions Between Education and Politics
  Barbara N. Pavan, Temple University

Discussion Leader: Burnis Hall, Jr., Wayne State University

**SAT 11:30-1:00 pm Session 7.4 2nd Level, CANYON ROOM III**

**Paper Session:** Decision Making: Issues of Empowerment and Policy Implications
- Interpersonal Process Recall: An Approach to Empowerment for Site-based Decisions
  Kay R. Weise, University of Houston
- Site Based, Shared Decision Making in a Metropolitan School District: The Paradox
  Carol B. Furtwengler, Wichita State University
  Willis J. Furtwengler, Wichita State University
  David S. Hurst, Wichita State University
  Edie L. Holcomb
- Information Collection Enhances Decision Making and Policy: The Bridge Between the School Principal and the Community
Coral Mitchell, University of Saskatchewan
- Building a Learning Community: Inclusion and Adaptation in Three Restructuring Elementary Schools
Paul Goldman, University of Oregon
Richard A. Schmuck, University of Oregon
Gerald Tindal, University of Oregon
Discussion Leader: James R. Yates, University of Texas-Austin

SAT 1:15-2:45 pm Session 8.3 2nd Level, TOPAZ ROOM

Paper Session: Interagency Collaboration: Implications for Evaluation and Policy
- What Determines Success?: Paradoxes of Evaluation and Interpretation in Interagency Collaboration
Becky Ropers-Huilman, U. of Wisconsin-Madison
- Collaborative Services Initiatives: Results of a National Survey of Program Directors
Mary E. Driscoll, New York University
William L. Boyd, Pennsylvania State University
Robert L. Crowson, Vanderbilt University
- In the Name of the Child: An Exploratory Multi-case Study of Collaborative Interactions in Elementary School-based Health Centers
Ellen Smith Sloan, University of Connecticut
Discussion Leader: Vivian W. Ikpa, Temple University

SAT 1:15-2:45 pm Session 8.4 2nd Level, CANYON ROOM I

Paper Session: Principals: Conflict, Role Options, and Symbolism
- The School Principal and the Paradox of Leadership
Patricia L. Reed, Bowling Green State University
Ann B. Kasch, Bowling Green State University
Michael D. Smith, Central Catholic High School, OH
- Paradoxical Role Options and Shifting Preferences: Studies of Principals in Urban Schools
Eugene T.W. Sanders, Bowling Green State U.
- The Relationships of Stages of Moral Development and Aggression to Styles of Handling Interpersonal Conflict: A Study of High School Principals
Patsy E. Johnson, University of Kentucky
Discussion Leader: Nancy A. Evers, University of Cincinnati

SAT 1:15-2:45 pm Session 8.5 2nd Level, CANYON ROOM II

Paper Session: Issues of Teacher Evaluation, Testing, and Compensation
- Implementing Teacher Compensation Reform in Public Schools: Lessons from the Field
Carolyn J. Kelley, U. of Wisconsin-Madison
- Teacher Perceptions of the Effects of High-Stakes, Statewide Testing on Students, Teachers, and Schools
SATURDAY, OCTOBER 28

**Session 8.6** 2nd Level, CANYON ROOM III

**Paper Session:** School Boards, School Decision Making and School Fees: Dilemmas for Educational Leaders

- Public School Fees as Hidden Taxation  
  **Daniel J. Brown,** University of British Columbia  
  **Claudette E. Bouman,** Won-Ska Cultural School

- The Paradox of School Board Leadership: A Case Study of a Board's Efforts to Act Together  
  **Sharon F. Rallis,** Regional Laboratory for Educational Improvement  
  **Linton Deck,** Center for Creative Leadership

**Discussion Leader:** C. John Tarter, St. John's University

**Session 8.7** Lobby Level, SALON I

**Program Chairs' Invited Session:** Research Paradigms in Educational Administration: Problems and Paradoxes

In recent years, debates concerning research in educational administration have centered on paradigm preference. The panel will lead a discussion focused on these questions:

1. Is communication possible among those who subscribe to different research paradigms?
2. How useful is the paradigm concept to researchers in educational administration?

The panel's discussion will be open to the audience.

**Participants:** William P. Foster, Indiana University  
Wayne K. Hoy, Ohio State University  
Betty L. Malen, University of Maryland  
Terry A. Astuto, New York University

**Convener:** Robert O. Slater, Texas A&M University

**Session 8.8** GRAND BALLROOM A/B

**Charla:** Confronting the Professional Paradox: Alternative Views Regarding the Selection of Professors of Educational Administration  
  **Paul V. Bredeson,** U. of Wisconsin-Madison  
  **Jay P. Scribner,** U. of Wisconsin-Madison

**Session 8.9** Lobby Level, SALON I

**Paper Session:** Administrator Preparation Programs: Implications for Format and Content

- Restructuring Administrator Training: A Response to the Challenge  
  **Willis J. Furtwengler,** Wichita State University  
  **Carol B. Furtwengler,** Wichita State University  
  **Randall Turk,** Wichita State University  
  **David S. Hurst,** Wichita State University

- Apple Pie and Motherhood? Interrogating Cohorts as an Uncritical Good  
  **Anne-Marie Read,** University of Maine-Orono

- The Spirituality of Leadership  
  **Robert J. Starratt,** Fordham University  
  **Rita Guare,** Fordham University

**Discussion Leader:** Spencer J. Maxcy, Louisiana State University

**Session 9.1** Lobby Level, SALON I

**Coordinated Paper Session:** Education Reforms and the Working Lives of Teachers and Other Human Service Professionals

- **Michael S. Knapp,** University of Washington  
  **Paul Hill,** University of Washington  
  **Jerry D. Bamburg,** University of Washington  
  **Michele Ferguson,** University of Washington

**Session 9.2** Lobby Level, SALON I

**Paper Session:** Reform, Politics and Resistance

- Application of Interpretive Theory to Facilitate Acceptance of Controversial School Reforms  
  **Terry H. Schultz,** University of Minnesota

- The Politics of School Leadership and Urban School Change: The Leadership Triad  
  **Jennifer J. Beaumont,** SUNY-Buffalo

- Schools and Neighborhood-based Collaboration: Paradoxical Resistances  
  **Angela M. Smithmier,** U. of Wisconsin-Madison

**Discussion Leader:** Nona A. Prestine, U. of Illinois-Champaign

**Session 9.3** Lobby Level, SALON I

**Charla:** How Can Such a Simple Idea Be So Complex? School-Linked Services and Paradoxical Challenges Facing School Leaders  
  **Angela M. Smithmier,** U. of Wisconsin-Madison

**Author's Forum:** Nominated informal discussion with authors of new books.

**Authors:** Karen Seashore Louis & Sharon D. Kruse, University
SATURDAY, OCTOBER 28


**SAT 3:00-4:30 pm Session 9.5 Lobby Level, SALON I**

**Danforth Session:** School Reform: Implications for the Preparation of School Leaders

This session engages participants in a continuing conversation around issues of school reform and their implications for leadership preparation, some seven months after the Danforth Foundation National Forum on that subject in March-April 1995. (Many Participants at that Forum will want to participate, but all others interested in the topic are encouraged to join in this conversation as well.)

The Danforth Forum convened representatives of six significant national school reform networks (Accelerated Schools, Center for Educational Renewal, Coalition of Essential Schools, Foxfire, Impact II, League of Professional Schools) and universities engaged in preparation of school leaders to develop plans for reform of preparation programs around three questions: What are the essential elements and principles which undergird the six reform efforts? What are the essential lessons from these programs for an emerging notion of leadership? What are the implications of answers to these questions for designing the content and instruction of leadership preparation programs?

The structured conversation will extend the discussion of these questions, focusing in particular upon participants’ experiences in designing and implementing reforms in their preparation programs, exploring specific changes undertaken, problems and successes associated with them, and implications for future reform activities. Documents summarizing the earlier Forum discussion and reporting on participants’ reform efforts since then will be available at the session.

**Discussion Leader:** Hunter Moorman, OERI, USDE  
Peter T. Wilson, Danforth Foundation  
Joseph Murphy, Vanderbilt University  
Scott D. Thomson, NPBEA

**SAT 3:00-4:30 pm Session 9.8 GRAND BALLROOM A/B**

**Charla:** Transforming Programs of Educational Administration: Self Renewal and Reflection

Frances Kochan, Auburn University  
Dennis J. Sabo, Auburn University  
Anita Hardin, Auburn University

**SAT 3:00-4:30 pm Session 9.9 GRAND BALLROOM A/B**

**Charla:** The Paradoxes of School Restructuring: Balancing Technical and Symbolic Issues

Kent D. Peterson, U. of Wisconsin-Madison

**SAT 3:00-4:30 pm Session 9.10 GRAND BALLROOM A/B**

**Charla:** The Paradox of the Assistant Principalship

Gary N. Hartzell, University of Nebraska-Omaha  
Richard C. Williams, University of Washington  
Kate T. Nelson, South Whidbey Island HS, WA

**SAT 3:00-4:30 pm Session 9.11 GRAND BALLROOM A/B**

**Charla:** Who Should Lead Our Urban Schools?

Gail T. Schneider, U. of Wisconsin-Milwaukee  
Beverly E. Cross, U. of Wisconsin-Milwaukee  
Ulrich C. Reitzug, U. of Wisconsin-Milwaukee

**SAT 4:45-6:00 pm Session 10.1 2nd Level, CANYON ROOM I**

**Paper Session:** Professors, Practitioners, and Preparation Programs

- Characteristics, Activities, and Attitudes of the Educational Leadership Professoriate - 1994
  
  Martha M. McCarthy, Indiana University  
  Neil D. Theobald, Indiana University

- Faculty Receptivity to Change in Higher Education: Instrument Development and a Conceptual Framework for Exploring Multiple Linkages to Organizational Effectiveness
  
  James S. Clarke, U. of Southwestern Louisiana  
  Chad D. Ellett, Louisiana State University

- University Preparation Programs and School Practitioners’ Needs
  
  Gary L. Payne, Miami University

**Discussion Leader:** James M. Frasher, Georgia State U.

**SAT 4:45-6:00 pm Session 10.2 2nd Level, TOPAZ ROOM**

**Symposium:** Transforming Leadership Preparation: Power and Caring in Cultural Context

C. Cryss Brunner, U. of Wisconsin-Madison  
Carolyn S. Carr, University of Texas-Pan American  
Barbara L. Jackson, Fordham University

**SAT 4:45-6:00 pm Session 10.3 2nd Level, CANYON ROOM II**

**Paper Session:** Superintendents: Standards, Ethics, and Theories

- Superintendents, Standards, and the Real World
  
  Edward W. Chance, U. of Nevada-Las Vegas

- Construction and Verification of Administrator Theories of Practice About Community, Diversity, and Learning
  
  John L. Keedy, North Carolina State University  
  Debra Jackson, Ho-Ho-Kus Public Schools, NJ  
  Joseph W. Peel, Pasquotank County Schools, NC  
  Donald J. Willower, Pennsylvania State University

- Ethical Grounds for Superintendent Decision-Making

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SATURDAY, OCTOBER 28

Keith D. Walker, University of Saskatchewan
Discussion Leader: Connie L. Fulmer, Northern Illinois U.

SAT 4:45-6:00 pm Session 10.4 2nd Level, CANYON ROOM III

Special Format: UCEA Center Report
- Change Suspended: Case Study of an Inter-School District’s Demise
  Leonard C. Burrello, Director, UCEA Center for the Study of Preparation Programs and Field Practices in Special Education Administration, Indiana University
- Training Administrators for International Schools
  William M. Ammentorp, Director, Center for International Development in Educational Administration, University of Minnesota
- Voices From Down Under: Australian Department Chairs Speak Out On Their Leadership Roles, Responsibilities, and Motives
  Walter H. Gmelch, Director, UCEA Center for the Study of the Department Chair in Educational Administration, Washington State University
  James Sarros, University of Monash, Victoria, Australia
Discussion Leader: M. Scott Norton, Arizona State University

SAT 4:45-6:00 pm Session 10.5 Level 2, EXHIBITHALL FORUM

Author’s Forum: Nominated informal discussion with authors of new books.
Authors: Mary John O’Hair, University of Oklahoma (with Sandra J. Odell) Educating Teachers for Leadership and Change: Teacher Education Yearbook III ©1995, Corwin Press

SAT 4:45-6:00 pm Session 10.9 GRAND BALLROOM A/B

Charla: The Demise of School District Governance
  Paul C. Bauman, University of Colorado

SAT 4:45-6:00 pm Session 10.10 GRAND BALLROOM A/B

Charla: Redesigning the Preparation of Redefined Supervisors
  Robert J. Starratt, Fordham University
  Ruth B. Greenblatt, Fordham University
  Bruce S. Cooper, Fordham University

SUNDAY, OCTOBER 29

SAT 6:30-9:15 pm Session 11.1 2nd Level, GRAND BALLROOM C
Convention Banquet and Invited Address
(advance purchased tickets required for admission)

Presider: Paula M. Short, UCEA President
6:30 pm Dinner
7:30 pm Presentation of the Campbell Lifetime Achievement Award
7:45 pm Introduction of the Fifth Pennsylvania State University Mittsifer Lecturer
8:00 pm The Mittsifer Lecture

Karl E. Weick
"Fighting Fires in Educational Administration"

Weick is Rensis Likert Collegiate Professor of Organizational Behavior and Psychology at the University of Michigan. He is also the former Editor of Administrative Science Quarterly, the leading research journal in the field of organizational studies. Professor Weick was trained in psychology at The Ohio State University, where he received his Ph.D. in 1962. In 1990 he received the highest honor awarded by the Academy of Management, the Irwin Award for Distinguished Lifetime Scholarly Achievement. His studies include such topics as how people make sense of confusing events, the social psychology of improvisation, high reliability systems, the effects of stress on thinking and imagination, indeterminacy in social systems, social commitment, small wins as the embodiment of wisdom, and linkages between theory and practice. Weick’s writings about these topics are collected in four books, The Social Psychology of Organizing, In Search of Excellence, Managerial Behavior, and Performance and Effectiveness.

SUN 8:00-10:30 am Session 12.1 2nd Level, TOPAZ ROOM

GRADUATE STUDENT SYMPOSIUM (PART II)

Symposium: From Policy to Practice: The Long and Winding Road
Within the context of various reform initiatives, this seminar examines the issues, paradoxes, and potential problems that often prevent the full realization of policy intent.

Presenters: William A. Firestone, Rutgers University
  Francis C. Fowler, University of Miami
  Rodney T. Ogawa, U. of California-Riverside
  Betty Malen, University of Maryland

Reactor: Martin Burlingame, Oklahoma State University
Moderator: Bob L. Johnson, Jr., University of Utah
SUNDAY, OCTOBER 29

**SUN 7:30-9:00 am Session 12.2 2nd Level, CANYON ROOM I**

*Meeting:* Teaching in Educational Administration (AERA SIG: Continuing Discussion)
*Discussion Leader:* Connie L. Fulmer, Northern Illinois U.

**SUN 7:30-9:00 am Session 12.3 2nd Level, CANYON ROOM II**

*Meeting:* SIG: Organizational Theory: Leadership and Decisionmaking
*Discussion Leaders:* C. John Tarter, St. John's University
Robert O. Slater, Texas A&M University

**SUN 7:30-9:00 am Session 12.4 2nd Level, CANYON ROOM III**

*Meeting:* SIG: School Law
*Discussion Leader:* Charles J. Russo, University of Kentucky

**SUN 7:30-9:00 am Session 12.5 2nd Level, SEMINAR THEATER**

*Meeting:* SIG: Department Chairs in Educational Administration
  - A Cohort of New Administrators: Challenges of the First Five Years, Richard A. Schmuck, University of Oregon
  - The Status of Student Cohorts in Educational Administration Preparation Programs, M. Scott Norton, Arizona State U.

*Discussion Leader:* M. Scott Norton, Arizona State University

**SUN 7:30-9:00 am Session 12.6 Lobby Level, SALON I**

*Meeting:* Junior Faculty
Educational administration faculty in the first three years of their higher education career are most cordially invited to participate in an informal discussion, commiseration, and the discovery of kindred spirits.
*Convener:* Wendy L. Poole, University of Connecticut

**SUN 7:30-9:00 am Session 12.7 Lobby Level, SALON II**

*Meeting:* SIG: Educational Administration & Technology
*Discussion Leader:* Frederick P. Frank, Georgia State University

**SUN 9:15-10:45 am Session 13.1 2nd Level, CANYON ROOM III**

*Panel Discussion:* The Racial Minority Paradox: New Leadership for Learning in Communities of Diversity
Pedro Reyes, University of Texas-Austin
Barbara L. Pazey, University of Texas-Austin
Jay D. Scribner, University of Texas-Austin
Michelle D. Young, University of Texas-Austin

**SUN 9:15-10:45 am Session 13.2 2nd Level, CANYON ROOM II**

*Paper Session:* Alternative Perspectives of Leadership: What Administrators Need to Know
- Alternative Perspectives on Leadership
  - L. A. Napier, University of Colorado-Denver
  - Rodney Muth, University of Colorado-Denver
- Internationalizing the Preparation of Educational Administrators
  - Patrick D. Lynch, U. of Texas-Pan American
  - Adan Acevedo, Rio Grande City School District, TX
- Multicultural Competencies of Superintendents: Implications for School Executive Preparation
  - Martha N. Ovando, University of Texas-Austin
  - Dan Troxell, University of Texas-Austin
*Discussion Leader:* Ted Holdaway, University of Alberta

**SUN 9:15-10:45 am Session 13.3 Lobby Level, SALON I**

*Paper Session:* How and What to Teach in Programs Preparing Educational Leaders
- Didactic Instruction, Problem-Based Learning, and Situated Cognition: The Paradox for Teaching in Educational Administration
  - Carol B. Furtwangler, Wichita State University
  - Willis J. Furtwangler, Wichita State University
  - Randall Turk, Wichita State University
  - David S. Hurst, Wichita State University
- Alternative Career Formation Perspectives: Lessons for Educational Leadership from Law, Medicine, and Training for the Priesthood
  - John C. Daresh, Illinois State University
  - Marsha A. Playko, Newark Schools, OH
- Creating a Community of Scholars for Doctoral Students: Enhancing Their Research Commitment and Success
  - Richard V. Hatley, U. of Missouri-Columbia
  - Patricia R. Hatley, Blue Springs RIV Schools
*Discussion Leader:* Mary Jane Connelly, University of Tennessee-Knoxville

**SUN 9:15-10:45 am Session 13.4 Lobby Level, CANYON ROOM II**

*Charla:* Urban High School Leaders: Who Are They? How Should They be Prepared?
Dianne L. Taylor, Louisiana State University
Kenneth A. Leithwood, OISE
SUNDAY, OCTOBER 29

**SUN 9:15-10:45 am Session 13.5 Lobby Level, SALON II**

Charla: K12ADMIN: A Cyberspace Community of Practice
Robert T. Stout, Arizona State University

**SUN 9:15-10:45 am Session 13.6 Lobby Level, SALON II**

Charla: Critical Questions of Community-Based Interagency
Service Efforts: A Conceptual Framework for Teaching
and Research
Colleen A. Capper, U. of Wisconsin-Madison
Becky Ropers-Huilman, U. of Wisconsin-Madison
Sandy D. Hanson, U. of Wisconsin-Madison

**SUN9:15-10:45 am Session 13.7 2nd Level, SEMINAR THEATER**

Invited Session: Publishing in EAQ, A Conversation
Mary E. Driscoll, New York University
Rodney T. Ogawa, U. of California-Riverside
Nona A. Prestine, University of Illinois
Paula M. Short, University of Missouri

Discussion Leader: James G. Cibulka, U. of Wisconsin-Madison

**SUN 11:00-12:15 pm Session 14.1 2nd Level GRAND BALLROOM C - General Session and Closing**

President: Paula M. Short, UCEA President

Introduction of Invited Speaker:
Paula A. Cordeiro, U. of Connecticut

Invited Address:

**David B. Tyack**

"Whatever Happened to Local Control?"


**JACK A. CULBERTSON AWARD**

The 1995 Jack A. Culbertson Award will be presented at the UCEA Convention opening session, Friday evening, 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.

1983 Patrick B. Forsyth, Oklahoma State University
1984 L. Dean Webb, Arizona State University
1985 Jeri Nowakowski, Northern Illinois University
1986 Joseph Murphy, University of Illinois
1987 Walter G. Gmelch, Washington State University
1988 Charyl Shakeshaft, Hofstra University
1989 Carol A. Veir, University of Texas at Austin
1990 Paul V. Brede, Pennsylvania State University
1991 Kent D. Peterson, University of Wisconsin-Madison
1992 Ann W. Hart, University of Utah
1993 Paula M. Short, Pennsylvania State University
1994 Stephen L. Jacobson, SUNY-Buffalo

The Culbertson Award was organized and is coordinated by former associate directors of UCEA. Individuals nominated must have been professors for seven 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.

Donations 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, 212 Rackley Building, University Park, PA, 16802-3200.

**ROALD F. CAMPBELL AWARD**

The 1995 Roald F. Campbell Award will be presented at the UCEA Banquet, Saturday evening, October 28. The award was established in 1992 for the purpose of recognizing senior professors in the field of educational administration whose professional lives have been characterized by extraordinary commitment, excellence, leadership, productivity, generosity, and service.

1992 Daniel E. Griffiths, New York University
1993 Jack A. Culbertson, Ohio State University & longtime UCEA Executive Director
1994 David L. Clark, University of North Carolina-Chapel Hill

The Campbell Award for lifetime achievement is made at the discretion of the UCEA Executive Committee, which receives nominations in the spring of each year. Criteria used in selecting the recipient include: a) longtime distinguished service as teacher/researcher in the field of educational administration, b) superior contributions to the field's body of knowledge, and c) recognized leadership efforts to improve the field, especially the preparation of educational administrators and/or professors of educational administration.
UNE A PRESIDENTS

Virgil Rogers
Syracuse University 1956-58
Walter Anderson
New York University 1958-59
Truman Pierce
Auburn University 1960-62
Van Miller
University of Illinois 1962-64
Richard C. Lonsdale
New York University 1964-66
Kenneth E. McIntyre
University of Texas-Austin 1966-68
Willard R. Lane
University of Iowa 1968-70
J. Alan Thomas
University of Chicago 1970-71
Samuel Goldman
Syracuse University 1971-72
E. Wailand Bessent
University of Texas-Austin 1972-73
Donald J. Willower
The Pennsylvania State U. 1973-74
Loren Downey
Boston University 1974
Troy V. McKelvey
SUNY-Buffalo 1974-76
Peter J. Cistone
OISE 1976-77
Wayne K. Hoy
Rutgers, The SUNJ 1977-78
Larry W. Hillman
Wayne State University 1978-79
Carl R. Ashbaugh
University of Texas-Austin 1979-80
Eugene Ratsoy
University of Alberta 1980-81
James H. Maxey
Georgia State University 1981-82
Dennis W. Spuck
University of Houston 1982-83
Michael J. Murphy
University of Utah 1983-84
Richard A. Rossmiller
University of Wisconsin 1984-85
Bryce M. Fogarty*
New York University
Martha M. McCarthy
Indiana University 1985-86
Paula M. Silver**
University of Illinois
Richard V. Hatley
University of Missouri 1986-87
John T. Greer
Georgia State University 1987-88
Robert T. Stout
Arizona State University 1988-89
Jay D. Scribner
U. of Texas-Austin 1989-90
Gail T. Schneider
U. of Wisconsin-Milwaukee 1990-91
Terry A. Astuto
New York University 1991-92
Pedro Reyes
U. of Texas-Austin 1992-93
Paul V. Bredeson
U. of Wisconsin-Madison 1993-94
Nancy A. Evers
University of Cincinnati 1994-95
Paula M. Short
University of Missouri 1995-96

*elected President-Elect 1984, died September 1985 before serving term.
**elected President-Elect 1986, died March, 1987 before serving term.

1995-96 UCEA MEMBER UNIVERSITIES

Founded almost 40 years ago by a dynamic group of strong personalities, the University Council for Educational Administration was shaped by the universities hosting regional centers for the Kellogg supported Cooperative Project in Educational Administration (Peabody, Harvard, Ohio State, Stanford, Teachers College, Chicago, Oregon, Texas, and Alberta). From the beginning, UCEA has been an institutional membership consortium dedicated to the improvement of administrator preparation through inter-university cooperation. The current 54 member universities continue their commitment to creating a dynamic competent professoriate and a significant and relevant body of knowledge to serve as a basis for the practice and study of school administration.

University of Alberta
University of New Mexico
Arizona State University
New Mexico State University
Auburn University
University of New Mexico
Boston University
New York University
University of Cincinnati
U. of North Carolina-C. H.
University of Cincinnati
University of Northern Colorado
University of Connecticut
SUNY at Albany
University of Florida
SUNY at Buffalo
Fordham University
The Ohio State University
Georgia State University
University of Oklahoma
Hofstra University
Oklahoma State University
University of Illinois
University of Oregon
University of Wisconsin
The Pennsylvania State U.
University of Wisconsin
University of Pittsburgh
Northern Illinois University
University of Chicago
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Miami University
University of Wisconsin-Madison
University of Michigan
Wayne State University
University of Minnesota
University of Washington
University of Missouri
Washington State University
U. of Nebraska-Lincoln
U. of Nevada, Las Vegas
U. of Wisconsin-Madison
U. of Wisconsin-Milwaukee
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")

The cost for the volume is $26.95, plus $2.00 shipping and handling fee. Send check to UCEA at 212 Rackley Building, University Park, PA 16802-3200, or call (814) 863-7916.

Preparing Tomorrow's School Leaders: Alternative Designs

Editor: Joseph Murphy,

253 pages • © 1993 by UCEA
ISBN 1-55996-156-2

"The design of the volume is simple. Following the introductory material—the Preface by Patrick Forsyth, the Foreword by Martha McCarthy, and this Introduction (Joseph Murphy)—Chapter 1 sets the stage for the case studies that follow. Chapters 2 through 10 provide stories of nine institutions engaged in the difficult business of reframing their preparation programs. A concluding chapter discusses implications from these cases for more widespread reform in institutions preparing school leaders."

The cost for the volume is $18.95, plus $2.00 shipping and handling. Send check to UCEA, 212 Rackley Building, University Park, PA 16802-3200.
Implementing Problem-Based Learning in Leadership Development


Professors Bridges and Hallinger discuss the operation of PBL in the classroom and describe their template for developing PBL instructional materials. In examining the role of the instructor, the authors highlight the attitudes, thinking, and behaviors essential to successful implementation of PBL. They also address evaluation of student performance and illustrate options for incorporating PBL into Ed.D. research projects.

PBL Projects: A New Curriculum for Administrator Training

In a PBL environment, instructors present students with problematic situations called projects. A project is the basic unit of instruction in a PBL curriculum. Each of the following projects has two versions—a student edition and an instructor edition.

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Thursday 2:00-5:00 pm and
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Mary Catherine Bateson
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3:00-4:30 pm
Symposium (Part D)

12:00-6:00 pm Registration
Past Presidents Reception
6:30-8:00 pm
Level 2, Grand Ballroom A/B

Saturday

7:30 am-5:30 pm EXHIBITS ALL DAY
Level 2, Grand Ballroom C

Lester R. Brown (Opening Address)
Level 2, Grand Ballroom C

7:30-10:30 am
Level 2, Red Lion Ballroom
EXHIBITS

11:00-12:15 pm • Invited Address:
David B. Tyack
Symposium (Part II)

Sunday

7:30-9:00 am
Level 2, Red Lion Ballroom
EXHIBITS

6:30-9:15 pm
Level 2, Grand Ballroom C
Convention Banquet

Karl E. Weick
(Penn State U. Misztet Lecture)