UCEA Convention '98
Co-hosted with the University of Missouri–Columbia

Educational Excellence: The Leadership Imperative

October 30–November 1, 1998
St. Louis Marriott Pavilion Downtown
St. Louis, Missouri

Front Cover: View of Jesse Hall
University of Missouri–Columbia
Photo by Sean Flynt
CONVENTION '98 COMMITTEE

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University of Utah
Gail Chase Furman, Program Co-Chair
Washington State University
L. Nan Restine, Program Co-Chair
Oklahoma State University
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University of Missouri–Columbia
Patrick B. Forsyth, Ex Officio
University Council for Educational Administration

With assistance from other University of Missouri faculty, staff, and a cadre of graduate students.

UCEA STAFF

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Anthony Girardi, Graduate Assistant
Timothy O'Neal Smith, Graduate Assistant
Shane Mountjoy, Graduate Assistant

Presidential Welcome

I am delighted to welcome you to St. Louis and the twelfth annual UCEA Conference. The 1998 Convention theme, Educational Excellence: The Leadership Imperative, suggests the program's emphasis on linkages between educational leadership and the achievement of excellence in our schools today. These research linkages are complex and often vague. Yet, our challenge is to prepare school leaders who can: 1) build school cultures and communities to enhance learning outcomes; 2) demonstrate values and ethics that support the needs of all students; and 3) organize and manage schools to address complex social, legal, political, and economic conditions or other parameters to educational excellence.

I would like to thank the 1998 UCEA Program Co-Chairs, Gail Furman and Nan Restine, for their diligent work to provide a high quality program. This program includes an array of refereed and invited sessions as well as a variety of program formats. Also, noted scholars Robert Sternberg, Michael Fullan, and Susan Moore Johnson will address the three general sessions. I hope you all enjoy the conference program and the exchange with your educational leadership colleagues.

Dean's Welcome

When you visit St. Louis, you arrive at the historic place of commerce, energy and courage that led America to the west. What better venue to explore leadership, innovation and excellence in education than this? It is with great pleasure that I welcome you to this great city and great state, on behalf of the College of Education at the University of Missouri–Columbia.

The theme of the 1998 conference, Educational Excellence: The Leadership Imperative, is an opportunity to examine the connection between the success of a system of education and its quality of leadership. Missouri is working to meet the challenge of excellence in the state’s schools and, to that end, the Missouri State Board of Education adopted the Show-Me Standards on January 18, 1996. The purpose of these guidelines is to define a set of goals for academic standards around which school districts may write challenging curriculum designed to encourage students to recognize and achieve their maximum potential. The program in Educational Leadership and Policy Analysis within the College of Education is striving to assist the state in its efforts. Leadership, excellence, and vision are standards that the University of Missouri—
Columbia seeks to exemplify.
We hope you will take time while you are in St. Louis to explore the rich heritage and modern culture of the largest city in the state of Missouri. There is much to see and experience this weekend, including the Soulard Farmer's Market, the annual St. Louis Film Festival, the St. Louis Blues match up with the Mighty Ducks of Anaheim, and the 9th Annual Gateway Jazz Festival. I'm certain that you will find interesting ways to fill your hours away from the conference. Welcome to Missouri, and I hope you will enjoy your stay here.

Registration
Use the accompanying form to register and purchase banquet tickets (banquet tickets may not be available for purchase on-site). Advance registration must be received by UCEA by October 9, 1998. After that, fees will increase for all registrants. The convention begins on Friday, October 30 at 8:00 AM. The last session ends on Sunday, November 1 at 11:30 AM. Badges and banquet tickets will be mailed to advance registrants. Requests for refunds will not be considered after October 9. On-site registration will be possible at the convention registration desk in the Senator Room. Badge fasteners and program changes also will be available there.

ACCOMMODATIONS
Convention participants are responsible for their own transportation and housing arrangements. For group rates and reservations at the St. Louis Marriott Pavilion Downtown Hotel, call (800) 831-4004 and identify yourself as a UCEA conventioner. Guaranteed reduced rates for the group are $112.96 (including tax). Reservations must be accompanied by first night’s deposit (check payable to St. Louis Marriott Pavilion Downtown) or credit card. Deposit is refundable if cancellation is received 48 hours prior to arrival day. It is recommended that you reserve early.

TRANSPORTATION
Marriott’s Pavilion Downtown Hotel is located at One Broadway, in Downtown St. Louis next to Busch Stadium, two blocks from the city business center and the Gateway Arch. The hotel is 12 miles/20 minutes from Lambert-St. Louis International Airport. 25-passenger airport limo every 20 minutes $10 per person; taxi $25; Metro Link $3 per person, hotel 2 blocks from station. The hotel is 10 blocks/5 minutes from Union Station and 2 blocks via Walnut St. from Interstates 70, 55, and 44 and 2 blocks via Broadway from U.S. 40. 
EXHIBITORS

The exhibit hall (Hawthorne Salon) houses the book displays of publishers and a concession cafe. The hall will be open Friday and Saturday 8:00 AM-5:30 PM. All books are the property of UCEA and/or the publishers and may not be removed without a receipt.

Academic Press
Addison Wesley Longman
Allyn & Bacon
American Association of School Administrators
CARFAX Publishing Ltd.
Corwin Press
Educational Technology Publications
ERIC
Eye on Education
Falmer Press
Garland Publishing
Harvard University Press
Heinemann
JAI Press/Ablex Publishing Corporation
Jossey-Bass
Kluwer Academic Publishers
Lawrence Erlbaum Associates
McCutchan Publishing Corporation
McGraw-Hill
McGraw-Hill/Primis
Merrill Education/Prentice Hall
The Oryx Press
Routledge
State University of New York Press
Teachers College Press
Technomic Publishing Company
The University of Chicago Press
UCEA, Inc. Publishing
Yale University Press

PROPOSAL REVIEWERS

The following individuals generously contributed to the success of this program by carefully reviewing proposals for various convention sessions. The Program Committee and UCEA staff express their appreciation.

<table>
<thead>
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<th>Reviewer</th>
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<td>Michele Acker-Hocevar</td>
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**THURSDAY, OCTOBER 29**

**Convention Registration**
Lobby  
**Thursday**—2 PM - 8 PM  
**Friday**—All Day

**THURS 1:00 PM - 5:00 PM: Pre-Session 2.1: Cohorts**
Fort San Carlos  
*Cohorts in Educational Leadership Programs: Where Have We Been? Where Are We Going? And Where Can Cohorts Provide a Laboratory for Preparing Transformational Leaders?*

This session is a time to share ideas and resources regarding cohort usage in leadership development programs. It is designed for all educators who are using cohorts or who are considering using cohorts in leadership programs.

Session Organizer: Margaret R. Basom, U. Wyoming
Participants:
- Bruce G. Barnett, U. Northern Colorado
- Cynthia J. Norris, U. Houston
- Diane Yerkes, California State U.—Fresno

**THURS 1:00 PM - 5:00 PM: Pre-Session 2.2: Policy in Education Association (PEA Sub-Conference)**

**Pavilion I**

*Whither the Politics of Education Administration*
Chair: William A. Firestone, Rutgers U.
Format: Group participation.
The purpose of this meeting is for the membership of PEA to reconsider its purposes and activities in light of the formation of Division L of AERA. Discussion will address issues like:

- What should be the focus of PEA activities? What should we mean by politics of education?
- Who should the membership be? Should we recruit in new directions?
- What should the activities be?

Please note, the cost for participation in the PEA subconference presession will be $25.

**THURS 1:00 PM - 5:00 PM: Pre-Session 2.3:**

**INTERACTIVE SESSION/ACTIVITY LAB**

**Pavilion 2**

*Mending the Cracks in the Ivory Tower: How Faculty and Administrators Resolve Conflict*

The purpose of this session is to expose faculty and administrators to the types of conflict surrounding their conflict molecule and help organize a conflict resolution approach into a creative, usable framework. In this conference pre-session, participants will engage in a dialogue and exercises which will explore conflict conditions. Also, participants will assess their current departmental practices related to the conditions for conflict resolution.

Session Organizers:
- Walter H. Gmelch, Iowa State U.
- Mimi Wolverton, Washington State U.

**THURS 2:00 PM - 6:00 PM: Pre-Session 2.4: Interest Group**

**Senator**

*Sharing Best Practice in Preparing Educational Leaders: A Professional Development Session for Professors*

This pre-session addresses the interest of having an extended period of time when colleagues can assemble and work on their own professional practice in greater depth. The session will be run in small sharing groups providing opportunities to demonstrate and discuss the various content and methods of teaching and facilitating learning brought to the session.

Session Organizer: Robert B. Kottkamp, Hofstra U.

**THURS 8:00 PM - 10:00 PM: Pre-Session 2.5: Leadership Consortium**

**Consil**

*Educational Leadership Consortium*
Session Organizer: Laurence R. Marcus, Rowan U.
This meeting of the Educational Leadership Consortium will feature two catalytic presentations followed by open discussion. The first catalytic presentation will be made by Anne-Marie Read (U.
Maine–Orono) on the topic, “What if no one wants the job as educational leader?” The second catalytic presentation will be made by Karen F. Osterman (Hofstra U.) who will continue the dialogue begun at the April meeting on assessing the outcomes of educational leadership programs. Contact Marcus at marcus@rowan.edu if you plan to attend.

**FRIDAY, OCTOBER 30**

**Exhibits**
Hawthorne Ballroom 1-3
The exhibit hall houses the book displays of publishers and a concession cafe. The hall will be open Friday and Saturday 8:00 AM–5:30 PM. All books are the property of UCEA and/or the publishers and may not be removed without a receipt.

**FRI 8:00 - 9:15 AM: SESSION 3.1: PAPER**

**CONSUL**

*Inclusive Schools, LRE, and IDEA 1997*

**Discussion Leader:** James R. Yates, U. Texas–Austin

• The Leadership Imperative: Sorting Out Special Education Directors’ & Principals’ Roles in Educational Excellence
  - Karen H. Frohoff, Fayette Co. PSD/U. Kentucky
  - Jane Clark Lindle, U. Kentucky

• The Principal’s Role in Inclusive Schools for Students with Disabilities, Empowering and Democratic Schools, and Restructuring Schools: What are the Similarities and Differences?
  - Colleen A. Capper, U. Wisconsin–Madison
  - Maureen W. Keyes, U. Wisconsin–Milwaukee
  - George Theoharis, U. Wisconsin–Madison

• Viable Alternatives for Students with Disabilities: Exploring the Origins and Interpretations of LRE
  - Jean B. Crockett, Virginia Tech U.

• Unresolved Discipline Questions Under IDEA 1997: Are States Providing the Answers?
  - Julie F. Mead, U. Wisconsin–Milwaukee

**FRI 8:00 - 9:15 AM: SESSION 3.2: PAPER**

**DIPLOMAT**

*Principals: Supply, Departure, and Problem-Solving*

**Discussion Leader:**
- Kenneth H. Brinson, Jr., U. Texas–El Paso
- Estimating Principal Supply: Going Beyond Counting Certificates
  - Howard Ebmeier, U. Kansas
  - Sally Nickelson, U. Kansas

• Involuntary Departure and Public School Principals: A Comparison of Superintendent and Principal Perceptions on Why Principals Lose Their Jobs
  - Stephen H. Davis, U. of the Pacific

• Excellence in School Leadership & Management: Administrative Problem Solving in the Information Age
  - Lynne Perez, The Ohio State U.

**FRI 8:00 - 9:15 AM: SESSION 3.3: PAPER**

**PAVILION 2**

*Approaches in Preparing Leaders: Case-Based Instruction, Decision-Making, and Course Development*

**Discussion Leader:**
- Bruce G. Barnett, U. Northern Colorado

• Preparing School Leaders Through Case-Based Instruction: What We Know
  - Janice R. Fauske, U. Utah

• Comparing Approaches to Teaching Decision-Making: Heuristics, Inferential Errors, and Normative Models of Decision-Making
  - Patrick F. Galvin, U. Utah

• An Investigation into Course Development for the Preparation of School Leaders in the Southern Cape Area of South Africa
  - Johann McFarlane, U. Port Elizabeth

- Andy Lamont, Southern Cape Learning Resource Unit
FRI 8:00 - 9:15 AM: **SESSION 3.4: ROUNDTABLE**

**PAVILION 1**

**Table 1: Revisions in the Preparation of School Leaders for Excellence**
- David S. Seeley, College of Staten Island / CUNY
- Susan S. Sullivan, College of Staten Island / CUNY

**Table 2: Excellence Through Attending to Everyone’s Learning—Professor, Educational Administration Student, Public School Student Learning**
- Robert B. Kottkamp, Hofstra U.
- Christine A. Johnston, Rowan U.

FRI 8:00 - 9:15 AM: **SESSION 3.5: SYMPOSIUM**

**ENVOY**

**Organizing for Excellence: One District’s Experience with Year-Round Schooling**

Session Organizer:
- Carolyn M. Shields, U. British Columbia

Participants:
- Linda J. Larocque, Simon Fraser U.
- Steven Oberg, U. British Columbia
- Dan Brown, Frances Howell SD (MO)
- Carol Ziegler, Frances Howell SD (MO)
- Marion Siefert, Frances Howell SD (MO)

FRI 8:00 - 9:15 AM: **SESSION 3.6: CONVERSATION**

**PAVILION 3**

**Educational Excellence and Equity: Transforming a Multicultural District into a Culturally Competent Community**

Session Organizer:
- Anna B. Pedroza, San Marcos CISD

Participants:
- Hector Montenegro, San Marcos CISD
- Bea Flores, San Marcos CISD
- Lonnie H. Wagstaff, U. Texas–Austin

FRI 8:00 - 9:15 AM: **SESSION 3.7: SYMPOSIUM (PEA SPONSORED SESSION)**

**FORT SAN CARLOS 1**

**Teacher Unions and Educational Change**

Session Organizer:
- William A. Firestone, Rutgers U.
- The NEA and School Choice: Regime and Institutional Perspectives
  - James G. Cibulka, U. Maryland
- Teachers Unions: A Comparative Analysis
  - Bruce S. Cooper, Fordham U.
- Teachers Unions and State Educational Policy-Making

- Quality is a Good Bargain: Nascent Examples and Policy Implications of Post-Industrial Teacher Relations
  - Charles T. Kerchner, Claremont Graduate U.

FRI 8:00 - 9:15 AM: **SESSION 3.8: JUNIOR FACULTY MEETING**

**FORT SAN CARLOS 2**

**Junior Faculty in Educational Administration**

Session Organizer:
- Robert A. Peña, Arizona State U.

Junior faculty members will have the opportunity to meet colleagues as well as leading professors and editors from educational leadership journals. Attendees will discuss what it takes for beginning faculty members to be promoted, to obtain tenure, and to make their way successfully in the professoriate.

FRI 9:30 - 10:45 AM: **SESSION 4.1: PAPER CONSUL**

**Toward Educational Excellence: Trust and Networking**

Discussion Leader: Breda M. Bova, U. New Mexico

- Be True to Your School
  - Colleen L. Larson, New York U.
- Becoming Democratic/Remaining Conventional: The Tensions and Struggles of Networking Toward
Educational Excellence and Democracy
Ulrich C. Reitzug, U. North Carolina–Greensboro
Mary John O’Hair, U. Oklahoma
• Developing Trust Between Principal and Teachers
  Angus J. MacNeil, U. Houston–Clear Lake
  Dennis W. Spuck, U. Houston–Clear Lake
  Jason Ceyans, U. Houston–Clear Lake

FRI 9:30 - 10:45 AM: SESSION 4.2: PAPER
DIPLOMAT
Principals’ Work and Success
Discussion Leader: Jacqueline K. Mitchell, U. Toledo
  • The Changing Role of the Principal: View from the Inside
    Kathryn S. Whitaker, U. Northern Colorado
  • Perceptions of Principals’ Roles During School Crises
    Sheryl Eileen Cohen, U. Virginia
  • What Makes Principals Feel Successful?
    Gordon A. Donaldson, Jr., U. Maine
    Charles S. Hausman, U. Utah

FRI 9:30 - 10:45 AM: SESSION 4.3: PAPER
ENVOY
Leadership and Educational Excellence in Higher Education
Discussion Leader:
  Richard L. Andrews, U. Missouri–Columbia
• Mentoring Relationships Between Professors and Students: Administrative Survival in Professional Crises
  Roberta D. Evans, U. Montana
  William P. McCaw, U. Montana
• Connecting Theory and Practice: At the Crossroads of Redefining Roles for University Faculty in Leadership Preparation
  Elizabeth Donohoe Steinberger, College of William & Mary
  Thomas G. Chenoweth, Portland State U.
• A Profile of Education Deans: Who They Are, What They Do and What Stresses Them

Mimi Wolverton, Washington State U.
Walter H. Gmelch, Iowa State U.

FRI 9:30 - 10:45 AM: SESSION 4.4: ROUNDTABLE
Pavilion 1
Table 1: Creating Positive Culture through the Engagement of Student Voice
  James R. Machell, Central Missouri State U.
  L. Dean Sorenson, U. Montana
  Margaret R. Basom, U. Wyoming
  William Berube, U. Wyoming
Table 2: An Examination of Hispanic Student Academic and Social Engagement in a Charter School
  Ramona A. Lomeli, Arizona State U.

FRI 9:30 - 10:45 AM: SESSION 4.5: CONVERSATION
Pavilion 2
The Shortage of School Administrators: Has the Pipeline Dried Up
Session Organizer:
  Bruce Anthony Jones, U. Missouri–Columbia
Participants:
  Carolyn Kelley, U. Wisconsin–Madison
  Patrick F. Galvin, U. Utah
  Timothy O. Smith, U. Missouri–Columbia
  James R. Crawford, U. Missouri–Columbia

FRI 9:30 - 10:45 AM: SESSION 4.6: CONVERSATION
Pavilion 3
The Status of Judicial Oversight of Desegregation: An Update
Session Organizer: Charles J. Russo, U. Dayton
Participants:
  Frank Brown, U. North Carolina–Chapel Hill
  Reynaldo A. Contreras, San Francisco State U.
  J. John Harris, U. Kentucky
  Martha M. McCarthy, U. Indiana
  Jacqueline A. Stefkovich, Temple U.
FRI 9:30 - 10:45 AM: **SESSION 4.7: SYMPOSIUM**
Fort San Carlos 1
Organizational Development of Charter Schools: Seeking Alternative Forms of Excellence
Discussion Leader:
Helen M. Marks, The Ohio State U.
Participants:
James R. Crawford, U. Missouri–Columbia
Arthur P. Arruda, U. Alberta
Lance D. Fusarelli, Fordham U.
Susan Korach, U. Houston

FRI 9:30 - 10:45 AM: **SESSION 4.8: INVITED SESSION:** Symposium
Fort San Carlos 2
Commonwealth Experience: Transforming Leadership
Session Organizer:
Angela Thody, CCEAM/Lincoln U.
Participants:
Kabini Sanga, Solomon Islands College of Higher Education
J. Welton, Oxford Brooks U.
Corrie Giles, McMaster U.

FRI 9:30 - 10:45 AM: **SESSION 4.9: SYMPOSIUM**
Senator
The Turn to the Post-Modern: Theory & Research that Confronts the Notion of Excellence
Session Organizer: William P. Foster, U. Indiana
Participants:
Gary L. Anderson, U. New Mexico
Jaime G. Grinberg, U. New Mexico
Colleen A. Capper, U. Wisconsin–Madison
Gini Doolittle, U. Akron
Susan Nablo, U. Akron
Gail Chase Furman, Washington State U.
Don LaMagdalene, U. St. Thomas
Bruce Kramer, U. St. Thomas
Gerardo R. Lopez, U. Texas–Austin
Miguel A. Guajardo, U. Texas–Austin
James J. Scheurich, U. Texas–Austin

FRI 11:00 AM-12:30 PM: **SESSION 5.1: GENERAL SESSION:** Official Opening and Mittsifer Lecture
Pavilion Salons D-G
Official Opening and Mittsifer Lecture
President: Diana G. Pound, UCEA President
- Richard L. Andrews, Dean, College of Education, U. Missouri
- Patrick B. Forsyth, UCEA Executive Director
- Introduction of eighth Pennsylvania State University Mittsifer Lecturer by Susan C. Reis, The Pennsylvania State U.

**What School Administrators Need To Know About Human Intelligence**
Robert J. Sternberg

Robert J. Sternberg is IBM Professor of Psychology and Education in the Department of Psychology at Yale University. He is best known for his triarchic theory of love, theory of mental self-government, and the collaboratively developed investment theory of creativity. Sternberg has written or co-written over 600 articles, books, and book chapters, including Beyond IQ, The Triangle of Love, Metaphors of Mind, Defying the Crowd, Thinking Styles, and Successful Intelligence. Much of Sternberg's research investigates the application of his theories to teaching at all levels.

FRI 12:45 - 2:15 PM: **SESSION 6.1: SYMPOSIUM**
Consul
Creating Leaders for Tomorrow's School Systems: A Field-Based Superintendent Certification Program
Session Organizer:
Dennis A. Ray, Washington State U.
Participants:
Sally J. Storm, Washington State U.
Jean Lane, Richland SD
Donald B. Reed, Washington State U.

FRI 12:45 - 2:15 PM: **SESSION 6.2: CONVERSATION**
Diplomat
Sacred Dreams: Women and the Superintendency
Session Organizer:
C. Cryss Brunner, U. Wisconsin--Madison
Participants:
Judy A. Alston, U. Houston
Cynthia X. Beekley, Bowling Green State U.
Jackie M. Blount, Iowa State U.
Susan Chase, U. Tulsa
Margaret M. Grogan, U. Virginia
Barbara L. Jackson, Fordham U.
Debra Jackson, North Salem SD
Estelle Kamler, North Merrick Union Free SD
Sylvia E. Mendez-Morse, Eastern New Mexico U.
Flora Ida Ortiz, U. California-Riverside
Barbara Nelson Pavan, Temple U.
Patricia A. Schmuck, Lewis and Clark College
Charol Shakeshaft, Hofstra U.
Marilyn Tallerico, Syracuse U.

FRI 12:45 - 2:15 PM: SESSION 6.3: PAPER
ENVoy
Testing Politics and Finances
Discussion Leader:
  Roberta L. Derlin, New Mexico State U.
  • High Stakes Testing and Excellence: Reflections on Policy in England and the United States
    William A. Firestone, Rutgers U.
  • Educational Leaders in the Political Arena: A Case from Minnesota
    Byron Stevens, U. Minnesota
    David Straffon, U. Minnesota
  • Technical Help or Institutional Constraint: Vermont School Finance Reform
    John W. Sipple, Dartmouth College
    Sarah Blanton, Dartmouth College

FRI 12:45 - 2:15 AM: SESSION 6.4: WORKING SESSION
Pavilion 1
UCEA’s Voices from the Field Project
Participants:
  Daniel L. Duke, U. Virginia
  Marilyn L. Grady, U. Nebraska
  Frances K. Kochan, Auburn U.
  Barbara Y. LaCost, U. Nebraska-Lincoln

Barbara L. Jackson, Fordham U.

FRI 12:45 - 2:15 PM: SESSION 6.5: SYMPOSIUM
Pavilion 2
Three Hits and a Miss: Professional Development for Principals in the Field
Session Organizer:
  Reene A. Alley, Youngstown State U.
Participants:
  Catherine E. Hackney, Kent State U.
  Bernard J. Badiali, Miami U.
  Gini Doolittle, U. Akron

FRI 12:45 - 2:15 PM: SESSION 6.6: CONVERSATION
Fort San Carlos 1
Reconceptualizing Multiculturalism: Imperatives for Leadership
Session Organizer:
  Carolyn M. Shields, U. British Columbia
Participants:
  Linda J. Larocque, Simon Fraser U.
  Lonnie H. Wagstaff, U. Texas-Austin
  Robert B. Donmoyer, The Ohio State U.
  Khaulia Murtadha-Watts, Indiana U.

FRI 12:45 - 2:15 PM: SESSION 6.7: CONVERSATION
Pavilion 3
School Culture and Learning: A Conversation About the Deeper Connections Between Culture, Leadership, and Learning
Session Organizer:
  Kent D. Peterson, U. Wisconsin-Madison

FRI 12:45 - 2:15 PM: SESSION 6.8: GRADUATE STUDENT SEMINAR, PART 1 (See also Session 16.8)
Fort San Carlos 2
A Conversation with New Professors: How We Handled the First Year!
This conversation with four new professors focuses on their experiences and what they learned about establishing a research agenda; balancing teaching, research, and service; learning the culture of the
new department; and finding their niches as professors.
Session Organizer:
   Jay Paredes Scribner, U. Missouri–Columbia
Participants:
   Michelle D. Young, U. Iowa
   Julie C. Laible, U. Alabama
   V. Darleen Opfer, Georgia State U.

FRI 2:30 - 4:00 PM: SESSION 7.1: PAPER
CONSUL
Educational Excellence and Learning Communities
Discussion Leader:
   Donald B. Reed, Washington State U.
   • Principals as a Learning Community: A Case Study
     William W. Malloy, U. North Carolina–CH
   • Creating Professional Learning Communities in Schools: Mapping the Terrain
     Jay Paredes Scribner, U. Missouri–Columbia
     Karen Sunday Cockrell, U. Missouri–Columbia
     Dan Cockrell, U. Missouri–Columbia
   • Integrating Incremental and Discontinuous Forms of Organizational Learning: Implications for Educational Leadership
     Wendy L. Poole, U. Connecticut

FRI 2:30 - 4:00 PM: SESSION 7.2: CONVERSATION
DIPLOMAT
ISLLC and Case Study Methodology
Session Organizer: Gary M. Crow, U. Utah
Participants:
   Edward F. Iwanicki, U. Connecticut
   Janice R. Fauske, U. Utah
   Jerry W. Valentine, U. Missouri–Columbia
   Patrick F. Galvin, U. Utah
   Bob L. Johnson, Jr., U. Utah
   L. Joseph Matthews, Brigham Young U.
   David J. Sperry, U. Utah

FRI 2:30 - 4:00 PM: SESSION 7.3: PAPER
ENVoy
Influences on Educational Policy
Discussion Leader:
   Martin Burlingame, Oklahoma State U.
   • The Role of Market Ideology in Arizona Charter School Accountability
     Gregg A. Garn, U. Oklahoma
   • An Archaeology of Literacy Discourses 1970-1993: Implications for Educational Administration
     Mary F. Agnello, U. Texas–San Antonio
     Robert O. Slater, Texas A&M U.
   • Exploring Who and What Matters in Educational Policy: Using Agent-Based Modeling to Examine a Complex Environment
     Julie E. McDaniel, U. Michigan
     Cecil G. Miskel, U. Michigan

FRI 2:30 - 4:00 PM: SESSION 7.4: ROUNDTABLE
PAVILION 1
Table 1: Using E-Mail for the Collection of Survey Data
   Joyce P. Logan, U. Kentucky
Table 2: Teacher Tenure: A Review and Analysis of Legal and Selected Educational Resources
   Susan C. Reis, The Pennsylvania State U.

FRI 2:30 - 4:00 PM: SESSION 7.5: CONVERSATION
PAVILION 2
Sustaining Faculty Communities: A Developmental Perspective
Session Organizer:
   Kathryn S. Whitaker, U. Northern Colorado
Participants:
   Judith H. Berg, U. Northern Colorado
   Bruce G. Barnett, U. Northern Colorado
   Rosemary Caffarella, U. Northern Colorado
   Gene E. Hall, U. Northern Colorado
   Richard A. King, U. Northern Colorado
FRI 2:30 - 4:00 PM: Session 7.6: Conversation
Pavilion 3
Teachers, Tensions, and School Culture
Discussion Leader: Bernard J. Badiali, Miami U.
- Using Collegial Coaching and Reflection as Mechanisms for Changing School Culture
  Judith Delany, Excelsior Springs (MO) SD
  Daisy E. Arredondo, West Virginia U.
- Toward a Psychology and Sociology of Teacher Risk Taking: A Case Study of Innovation in Two High Schools
  Judith A. Ponticell, Texas Tech U.
- Educational Leadership and the Changing Teaching Profession
  Paul Goldman, U. Oregon

FRI 2:30 - 4:00 PM: Session 7.7: Symposium
Fort San Carlos 1
Sources for Excellence in Leadership: Chicago Principals on the Road to Rome
Session Organizer: Janis B. Fine, Loyola U.
Participants:
  Robert E. Roemer, Loyola U.
  Cynthia Felton, Chicago Academy of School Leadership
  Beverly Tunney, Chicago Principals and Administrators Association
  Phyllis Tate, Einstein School

FRI 2:30 - 4:00 PM: Session 7.8: Symposium
Fort San Carlos 2
Creating and Maintaining Educational Excellence in Migrant-Impacted Schools
Session Organizer: Jay D. Scribner, U. Texas–Austin
Participants
  Pedro Reyes, U. Texas–Austin
  Lonnie H. Wagstaff, U. Texas–Austin
  James J. Scheurich, U. Texas–Austin
  Deborah M. Kazal-Thresher, U. Texas–Austin
  Gerardo R. Lopez, U. Texas–Austin
  Monica Marin, U. Texas–Austin

FRI 2:30 - 4:00 PM: Session 7.9: Invited Session: Task Force
Senator
AERA Division A Task Force on Research and Inquiry: Participant Input and Exchange Session
Session Organizer:
  Diana G. Pounder, U. Utah
Participants:
  Gary L. Anderson, U. New Mexico
  Sharon Conley, U. California–Santa Barbara
  William A. Firestone, Rutgers U.
  Ellen B. Goldring, Vanderbilt U.
  Wayne K. Hoy, The Ohio State U.
  Susan Moore Johnson, Harvard U.
  Kofi Lomotey, Medgar Evers College/CUNY
  Rodney T. Ogawa, U. California Riverside
  Ulrich C. Reitzug, U. North Carolina–Greensboro
  Gail T. Schneider, U. Wisconsin–Milwaukee
  Paula M. Short, U. Missouri–Columbia

FRI 4:15 - 5:45 PM: Session 8.1: Paper
Consult
Perspectives on Leadership, Diversity, and Organizational Culture
Discussion Leader: Paula A. Cordeiro, U. San Diego
- Developing Anti-Racist Leaders: An Imperative to Promote Educational Excellence for All Students
  Michelle D. Young, U. Iowa
  Julie C. Laible, U. Alabama
- The Influence of Integrated and DeFacto Segregated Public Schools on the Racial Attitudes of White Students Toward African-Americans
  Amy J. Streffing, Arizona State U.
  Robert A. Peña, Arizona State U.
- The Role of the Principal in Supporting a Diverse Work Force
  Jean Madsen, U. Wisconsin–Milwaukee

FRI 4:15 - 5:45 PM: Session 8.2: Paper
Diplomat
Cases of Reform in Context
Discussion Leader: Frances C. Fowler, Miami U.
• Measuring Organizational Climate and Organizational Commitment in the Turkish Educational Context
  Selahattin Turan
• Slippin’ Away: Assessing Success or Failure of School Reform
  Nona A. Prestine, U. Illinois
• Aiming for Curricular Excellence with State Leadership
  Philip A. Cusick, Michigan State U.
  Suzanne M. Wilson, Michigan State U.

FRI 4:15 - 5:45 PM: SESSION 8.3: PAPER

Envoy

Teachers: Efficacy, Practice, and Perceptions
Discussion Leader: Sally J. Zepeda, U. Oklahoma
• Teacher Efficacy and Commitment: Relationships to Middle School Culture
  Frances K. Kochan, Auburn U.
  Ellen H. Reames, Muscogee County (GA) SD
• State Policy in the Classroom: (Re)construction of Excellent Practice
  Chrysan Gallucci, U. Washington
• Exemplary Teachers’ Perceptions of the Role of the Principal
  Cheryl B. Henig, U. Virginia

FRI 4:15 - 5:45 PM: SESSION 8.4: ROUNDTABLE

Pavilion I

Table 1: Achieving Excellence in Web-Based Courses
  Karen Evans Stout, U. Minnesota

Table 2: Preparation of School Leaders for Achieving Educational Excellence: How the Research on the Cohort Structure Informs and Challenges Us
  Linda H. Wesson, Youngstown State U.
  Gini Doolittle, U. Akron
  Bruce G. Barnett, U. Northern Colorado

FRI 4:15 - 5:45 PM: SESSION 8.5: CONVERSATION

Pavilion 2

Educational Excellence and the Leadership Role of Educational Administration Department Chairs
Session Organizer:
  María Luisa González, New Mexico State U.
Participants
  Paula M. Short, U. Missouri–Columbia
  Nancy A. Evers, U. Cincinnati
  James H. Stronge, College of William and Mary
  Gary M. Ivory, New Mexico State U.

FRI 4:15 - 5:45 PM: SESSION 8.6: PAPER

Pavilion 3

Superintendents and Barriers in Achieving Excellence
Discussion Leader: Barbara L. Jackson, Fordham U.
• Stress in the Superintendency: Implications for Achieving Educational Excellence
  Lystra M. Richardson, U. Connecticut
• Uncelebrated Heroes: Leading and Re-Organizing for Excellence
  Edward W. Chance, U. Nevada–Las Vegas
  Craig Cummins, Altus (OK) SD
  Pati L. Chance, U. Nevada–Las Vegas
• Strategies for Overcoming Barriers to Educational Reform: Superintendents’ Experiences with Reform
  V. Darleen Opfer, Georgia State U.
  Darren Pascavage, Georgia State U.

FRI 4:15 - 5:45 PM: SESSION 8.7: SYMPOSIUM

Fort San Carlos 1

Educational Leadership Programs: A Decade of Reform
Session Organizer: Joseph F. Murphy, Vanderbilt U.
Participants:
  Patrick B. Forsyth, U. Missouri–Columbia
  Ann W. Hart, Claremont Graduate U.
  Diana G. Pounder, U. Utah
  Eddy J. Van Meter, U. Kentucky
Assessment as a Press for Educational Excellence: A Conversation on the Interface between Support and Accountability
Session Organizer: Hanne Mawhinney, U. Ottawa
Chair: James G. Cibulka, U. Maryland
Participants:
William A. Firestone, Rutgers U.
Michael S. Knapp, U. Washington
Jane Clark Lindle, U. Kentucky

Conventional Reception
Pavilion Salons D-G
FRI 6:00-7:30 PM
The reception celebrates the contributions of UCEA's 35 past presidents. All registrants and their guests are welcome.
Hosted by UCEA President Diana G. Ponder, Members of the UCEA Executive Committee, and UCEA Staff.

Saturday, October 31

SAT 7:30 - 8:45 AM: Session 9.1: Interest Group: Teachers of Law
The Importance of School Law
Session Organizer: Charles J. Russo, U. Dayton

SAT 7:30 - 8:45 AM: Session 9.2: Interest Group: Organizational Theory
Leadership and Organizational Learning: Research Perspectives
Session Organizer: C. John Tarter, St. John's U.

SAT 7:30 - 8:45 AM: Session 9.4: Invited Session: Journal Roundtables
Publishing in the Journal of Cases in Educational Leadership
Gary M. Crow, U. Utah

SAT 7:30 - 8:45 AM: Session 9.6: Invited Working Session
Toward the Year 2000: Preparing Leaders for the 21st Century
This session addresses the theme of the 1998 NCPEA Yearbook: Toward the Year 2000: Preparing Leaders for the 21st Century. A synthesis of ideas will be presented which identify the challenges and dilemmas for Educational Administration programs. A panel of authors will present their analyses and synthesizes, and then dialogue with symposium participants about their implications for educational administration.
Session Organizers:
Michael Martin, U. Colorado–Denver
Rodney Muth, U. Colorado–Denver

SAT 7:30 - 8:45 AM: Session 9.7: Symposium
Debating the Quiet Revolution in Education-To-Employment: Challenges in Organizing and Managing High Schools to Meet the Demands of the Workplace Revolution
Session Organizer:
Hanne B. Mawhinney, U. Ottawa
Participants:
Mary E. Driscoll, New York U.
Mark A. Smylie, U. Illinois–Chicago
Robert L. Crowson, Vanderbilt U.
Charles T. Kerchner, Claremont Graduate School

SAT 7:30 - 8:45 AM: Session 9.8: Conversation
Accountability for Success of All Students in Every
Kenneth A. Leithwood, OISE/U. Toronto
Doris Jantzi, OISE/U. Toronto
- The Contextuality of Educational Leadership: On Where Educational Leadership Finds Itself Today
  Robert O. Slater, Texas A&M U.
- Leadership as an Organization-Wide Phenomenon and School Performance: A Survey of Texas School Administrators
  Gordon S. Gates, Texas A&M U.—Commerce
  Gwyn A. Boyter, Texas A&M U.—Commerce
  Forrest W. Parkay, Washington State U.

SAT 9:00 - 10:30 AM: SESSION 10.3: PAPER

Parent Voices and Alternatives in School Community Building
Discussion Leader: Cynthia L. Uline, The Ohio State U.
- Excellence in Empowering Parents: The Limits of Leadership Models
  Lois Adams-Rodgers, U. Kentucky
  Jane Clark Lindle, U. Kentucky
- Urban Leadership: Responses to Parental Voices of Circular Hopelessness
  Judy Jackson May, Bowling Green State U.
  Celeste Baldwin, Bowling Green State U.
- Alternative Education: The Dark Side of Education or an Opportunity for Community Building
  Augustina H. Reyes, Texas A&M U.
  Linda Martinez, Texas A&M U.
  Brook Durbin-Thomson, Texas A&M U.
  Laura Yzaguirre, Southwest Enrichment Center
  Mary Jo McLaughlin, Academy of Creative Education
- School Community in Different Magnet Program Structures
  Charles S. Hausman, U. Utah
  Ellen B. Goldring, Vanderbilt U.

SAT 9:00 - 10:30 AM: SESSION 10.4: ROUNDTABLE

Invitation: Assessing Excellence in Educational Leadership Programs: Establishing a Dialogue
Frances K. Kochan, Auburn, U.
Cynthia J. Reed, Auburn U.
Table 2: The Burgeoning Influence of Technology on Excellence: Meeting Expectations
John B. Nash, Stanford U.
SAT 9:00 - 10:30 AM: Session 10.5: Conversation
Pavilion 2
Excellence Thwarted: Teaching Collaboration in Autonomous University Environments
Session Organizer: Edith A. Rusch, Rowan U.
Participants:
Laurence R. Marcus, Rowan U.
Margaret R. Basom, U. Wyoming
Robert B. Kottkamp, Hofstra U.
L. Joseph Matthews, Brigham Young U.
Karen F. Osterman, Hofstra U.
Diana G. Pounder, U. Utah
Anne-Marie Read, U. Maine

SAT 9:00 - 10:30 AM: Session 10.6: Symposium
Pavilion 3
Challenges, Opportunities, and Barriers to Interagency Collaboration: Multifaceted Perspectives on the Impact of the University of Missouri–Columbia’s Statewide Cooperative Doctoral Program and Leadership Preparation
Session Organizer:
Paula M. Short, U. Missouri–Columbia
Participants:
George J. Petersen, Southwest Missouri State U.
James R. Machell, Central Missouri State U.
Dan Cockrell, U. Missouri–Columbia
I. Sue Shepard, Southeast Missouri State U.
Phillip Messner, Northwest Missouri State U.
Joe F. Donaldson, U. Missouri–Columbia
B. C. DeSpain, Southeast Missouri State U.
James R. Crawford, U. Missouri–Columbia
Frank Grispi, Northwest Missouri State U.
Jay Paredes Scribner, U. Missouri–Columbia
Robert Stein, U. Missouri–Columbia

SAT 9:00 - 10:30 AM: Session 10.7: Symposium
Fort San Carlos 1
Ambiguity, Linkage, and the Process of School Improvement: Unfolding a National, Union-Driven Improvement Strategy

Session Organizer:
Michael S. Knapp, U. Washington
Participants:
Joseph F. Murphy, Vanderbilt U.
Karen Seashore-Louis, U. Minnesota
Bradley S. Portin, U. Washington
Mark A. Smylie, U. Illinois-Chicago
Kathryn M. Borman, U. South Florida
Lynn G. Beck, U. Alabama
Pedro Reyes, U. Texas–Austin

SAT 9:00 - 10:30 AM: Session 10.8: Symposium
Fort San Carlos 2
Preparing Change Agents for Educational Excellence in Binational Settings
Session Organizers:
Maria Luisa Gonzalez, New Mexico State U.
Roberta L. Derlin, New Mexico State U.
Participants
M. Martinez, New Mexico State U.
Gary M. Ivory, New Mexico State U.
Flora Ida Ortiz, New Mexico State U.
Irma Trujillo, Ysleta (TX) ISD
Linda Holman, El Paso (TX) ISD
Steven L. Jacobson, SUNY–Buffalo

SAT 9:00 - 10:30 AM: Session 10.9: Roundtable
Senator
African American Women’s Leadership Narratives: Redefining Meanings of Urban School Excellence
Khadaa Murtadha-Watts, Indiana U.
Jennifer Beaumont, Temple U.
Colleen L. Larson, New York U.
Carolyn Emmert, Indiana U.

SAT 10:45 AM - 12:15 PM: Session 11.1: Paper Consul
Cases of Collaboration: Sources of Influence
Discussion Leader: David S. Seeley, College of Staten Island/CUNY
- Political Factors, Political Value Preferences, and
School Board Policy-Making Process in Three
Selected Southeastern Ohio Public School Districts
Halil Isik, Ohio U.
• Can We Dance? Financial Impediments to
University School Collaboration
David L. Colton, U. New Mexico
• Collaboration and the Need for Trust
Megan Tschanzen-Moran, The Ohio State U.

SAT 10:45 AM - 12:15 PM: SESSION 11.2: PAPER
DIPLOMAT
Meanings of Professional Development and
Excellence
Discussion Leader: Norma T. Mertz, U. Tennessee
• Supplying the Missing Links in Leading School
Restructuring Efforts
Carla Schimelfenig, Iowa State U.
Barbara Licklider, Iowa State U.
• What Supervision Means to Teachers and
Principals: Is Excellence in Supervision Possible?
Judith A. Ponticell, Texas Tech U.
Sally J. Zepeda, U. Oklahoma
• Principals' Experiences with Professional Change
Eliza Beth McCay, U. Virginia

SAT 10:45 AM - 12:15 PM: SESSION 11.3: PAPER
ENVoy
Relationships, Gender, and Leadership
Discussion Leader:
Adrienne E. Hyle, Oklahoma State U.
• Cultivating a New Educational Leadership
Through Mentoring
Ernestine K. Enomoto, U. Hawaii
Mary E. Gardiner, Washington State U.
Margaret M. Grogan, U. Virginia
• The Role of Mentoring in Promoting
Transformative Leadership Approaches
Patricia L. Reed, Bowling Green State U.
Monica Seidl-Mello, Toledo (OH) P.S.D
• The Relationship Between the Gender of the
Superintendent and Male and Female Principals' Perceptions of the Organizational Culture of the

School District
Eugene Sanders, Bowling Green State U.
LorAnn J. Boyer, Bowling Green State U.
• Articulating Excellence in Leadership: Women
Superintendents Unsettle the Settled Discourse
C. Cryss Brunner, U. Wisconsin–Madison

SAT 10:45 AM - 12:15 PM: SESSION 11.4: INTEREST GROUP: DEPARTMENT CHAIRS
Pavilion 1
Faculty Evaluation: A Growing Dimension of the
Work of the Department Chair
Session Organizer:
M. Scott Norton, Arizona State U.
Participants:
Larry L. Dlugosh, U. Nebraska
Grayson Noley, U. Oklahoma
Paula M. Short, U. Missouri–Columbia

SAT 10:45 AM - 12:15 PM: SESSION 11.5: PAPER
Pavilion 2
Tools for Leading in Complex Environments
Discussion Leader:
John B. Nash, Stanford U.
• Systems Thinking: Moving Beyond Conversation
with ITHINK® 5.0
Bruce D. Baker, U. Kansas
• Enhancing Our Understanding of the
Complexities of Education
Bruce D. Baker, U. Kansas
• Leadership for Academic Excellence: Data
Envelopment Analysis, A Tool for Educational
Productivity Management
Edward W. Parker, U. Texas–Austin
Celeste A. VanHorn, U. Texas–Austin

SAT 10:45 AM - 12:15 PM: SESSION 11.6: SYMPOSIUM
Pavilion 3
Visions of Effective Principals: Voices from the Field
Discussion Leader:
John C. Daresh, U. Texas–El Paso

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Participants:
Myrna Gantner, U. Texas–El Paso
Karen Dunlap, El Paso (TX) ISD
Janet Newsom, U. Texas–El Paso
Kenneth H. Brinson, Jnr., U. Texas–El Paso

SAT 10:45 AM - 12:15 PM: Session 11.7: Symposium
Fort San Carlos 1
The Self-Told Stories of Four Administrators Who Transformed Low-Performing Schools
Discussion Leader:
James J. Scheurich, U. Texas–Austin

Participants:
Diana G. Pounder, U. Utah
Daniel L. Duke, U. Virginia
Linda Skrla, Texas A&M U.
Glenn Nolly, Austin (TX) ISD
Encarnacion Garza, Austin (TX) ISD
Robert Domnoyer, The Ohio State U.
Louise Smith, Texas Educational Agency

SAT 10:45 AM - 12:15 PM: Session 11.8: Townmeeting
Fort San Carlos 2
Standards and the Improvement of Professional Preparation and Practice
A panel and audience discussion of the pros, cons, and excesses of the current standards movement.

Participants:
Cecil G. Miskel, U. Michigan
Karen Seashore-Louis, U. Minnesota

SAT 12:30 - 2:00 PM: Session 12.1: Paper
Consul
Patterns in Student Performance, Transitions, and Learning
Discussion Leader: James S. Rinehart, U. Kentucky
- A Study of the Links Among Excellence in Student Performance, School Improvement Models, and Professional Learning Communities
  Willis J. Furtwengler, Wichita State U.

Carol B. Furtwengler, Wichita State U.
Donald Fast, Wichita State U.
- Ninth Grade Transition Programs in Virginia
  Beverly Epps, U. Virginia
  Daniel L. Duke, U. Virginia
  Toni Wilcox, U. Virginia
  Jerry Bourdeaux, U. Virginia
- Math and Science Course Requirements in California, 1986-1992: Pathways to Educational Excellence or Stumbling Blocks?
  Betty M. Merchant, U. Illinois

SAT 12:30 - 2:00 PM: Session 12.2: Paper
Diplomat
Internships and Cohorts in Preparation Programs
Discussion Leader: Nancy Evers, U. Cincinnati
- Reconstructing the Internship as a Diagnostic and Professional Development Experience
  Raymond L. Calabrese, U. Texas–San Antonio
  Diana S. Straut, Cornell U.
- Aligning the Principal Certification Internship Program with the NCATE Standards: A Plan of Action
  Lawrence T. Kajs, U. Houston–Clear Lake
  Kay R. Weise, U. Houston–University Park
  Betty Baitland, Fort Bend (TX) ISD
  Chris Cox, LaMarque (TX) ISD
- Are Educational Administrators Better Prepared for Leadership Roles in Cohorts Than in Traditional Programs?
  Bruce G. Barnett, U. Northern Colorado
  Margaret R. Basom, U. Wyoming
  Diane M. Yerkes, California State U.–Fresno
  Cynthia J. Norris, U. Houston

SAT 12:30 - 2:00 PM: Session 12.3: Paper
Envoy
Features and Facilitation of Efforts Toward Collaboration and Reform
Discussion Leader: Carolyn L. Wanat, U. Iowa
- A Study of University/School Collaboration to Increase the Learning of Mexican Immigrant
Children
Julie C. Laible, U. Alabama
Alicia L. Tinley, U. Alabama
Harold Bishop, U. Alabama
Jorge V. Correa, U. Alabama
• Aligning Organizational Features and School Reform: An Examination of Two Recent Reforms
  Carolyn J. Kelly, U. Wisconsin–Madison
  Angela M. Smithmier, U. Wisconsin–Madison
• Healthy Neighborhoods: University Facilitation of School and Interagency Collaborations
  Michele M. Bria, U. Wisconsin–Milwaukee
  Jean A. Madsen, U. Wisconsin–Milwaukee

SAT 12:30 - 2:00 PM: SESSION 12.4: ROUNDTABLE
PAVILION 1
Table 1: Negotiating Excellence: Principals Influence Behavior in Effective Schools
  Jay D. Scribner, U. Texas–Austin
  Eddie W. Parker, U. Texas–Austin
  Gerardo R. Lopez, U. Texas–Austin
Table 2: The Loyola Seminar on Gender, Leadership, and Policy
  L. Arthur Safer, Loyola U.
  Carol Gibb Harding, Loyola U.

SAT 12:30 - 2:00 PM: SESSION 12.5: PAPER
PAVILION 2
Women and Educational Administration: Aspirations, Persistence and Lessons Learned
Discussion Leader: Mimi Wolverton, Washington State U.
• Women's Aspirations and Persistence in Educational Administration
  Michelle D. Young, U. Iowa
  Scott Mcleod, U. Iowa
• Strategies for Gender Equity: Changes and Challenges for Leadership Preparation Programs
  Joyce P. Logan, U. Kentucky
  Susan J. Scollay, U. Kentucky
• Kentucky's Institute for Women in School

Administration: Lessons Learned
Lois Adams-Rogers, U. Kentucky

SAT 12:30 - 2:00 PM: SESSION 12.6: INVITED SESSION: TOWN MEETING
PAVILION 3
The Future of the Professoriate in Educational Administration
UCEA is considering appointing a commission to examine the future of the professoriate in educational administration. In short, the question at hand is what do we need to do to ensure a sufficient quantity of well qualified members of the professoriate—collectively and at individual institutions? In framing the topic, we want to begin by examining the central issues, concerns, and opportunities as seen by members of the academy.
Session Organizers:
  Joseph F. Murphy, Vanderbilt U.
  Martha M. McCarthy, Indiana U.
  Diana G. Pounder, U. Utah

SAT 12:30 - 2:00 PM: SESSION 12.7: SYMPOSIUM
FORT SAN CARLOS 1
The Role of Collaboration in Educational Excellence
Session Organizer: Joy C. Phillips, U. Texas–Austin
Participants:
  Michael S. Knapp, U. Washington
  Jane Clark Lindle, U. Kentucky
  Lynn K. Bradshaw, East Carolina U.

SAT 12:30 - 2:00 PM: SESSION 12.8: INVITED SESSION
FORT SAN CARLOS 2
IESLP Demonstration Part 1
This is a double session (12:30-3:45 PM) dedicated to preparing educational administration faculty to use UCEA's Information Environment for School Leadership Preparation program.
Session Organizer:
  Patrick B. Forsyth, U. Missouri–Columbia
Participants:
SAT 12:30 - 2:00 PM: SESSION 12.9: PANEL PRESENTATION: UCEA PROGRAM CHAIRS

Research Findings of Program Centers and Implications for Preparation Programs
Participants:
Leonard C. Burrello, U. Indiana
M. Scott Norton, Arizona State U.
Margaret M. Grogan, U. Virginia
Frederick C. Wendel, U. Nebraska

SAT 2:15 - 3:45 PM: SESSION 13.1: PAPER

High Performance Schools, Professional Learning and Collective Efficacy
Discussion Leader: Karen E. Stout, U. Minnesota
- Connecting the High School by Linking People, Structures, and Ideas for a High Performing School
  Patsy E. Johnson, U. Kentucky
- Teacher Efficacy and Teacher Professional Learning: What School Leaders Should Know
  Jay Paredes Scribner, U. Missouri–Columbia
- Collective Efficacy: Constructing a Framework for School Communities
  Daniel M. Miller, The Ohio State U.

SAT 2:15 - 3:45 PM: SESSION 13.2: PAPER

Student Performance and Staff Development
Discussion Leader: Nona A. Prestine, U. Illinois
- Enhancing Student Performance Through Staff Development in Successful Border Schools
  Martha N. Ovando, U. Texas–Austin
  Gloria A. Agado, U. Texas–Austin
- Enlarging the Circle: Leadership in School-Based Development
  Bradley S. Portin, U. Washington

SAT 2:15 - 3:45 PM: SESSION 13.3: CONVERSATION

Preparing Educational Leaders for the Core Work of Schools
Session Organizer:
Charles M. Achilles, Eastern Michigan U.
Participants:
John L. Keedy, U. Louisville
Rodney T. Ogawa, California State U.–Riverside
Diana G. Pounder, U. Utah

SAT 2:15 - 3:45 PM: SESSION 13.4: ROUNDTABLE

Pavilion 1
Table 1: Creating and Sustaining a Cohort Community with Part-Time Students in Educational Leadership Programs
  Darla J. Tewelle, Auburn U.
  Frances K. Kochan, Auburn U.
  Cynthia J. Reed, Auburn U.

Table 2: School University Partnerships: Collaboration Among Autonomous Cultures
  L. Dean Sorenson, U. Montana

SAT 2:15 - 3:45 PM: SESSION 13.5: SYMPOSIUM

Pavilion 2
The Superintendent in Educational Reform: Leadership, Licensure, Preparation
Session Organizer: Lars G. Björk, U. Kentucky
Participants:
Lois Adams-Rodgers, U. Kentucky
Jane Clark Lindle, U. Kentucky
Eddy J. Van Meter, U. Kentucky
Thomas E. Glass, Northern Illinois U.
C. Cryss Brunner, U. Wisconsin–Madison
Paul V. Bredeson, U. Wisconsin–Madison
Bruce G. Barnett, U. Northern Colorado
as well as benefit from the camaraderie and suggestions offered.
Session Organizers:
Leigh Ellen Wallace, U. Wisconsin–Milwaukee
Megan Tschannen-Moran, The Ohio State U.

SAT 4:00 - 5:15 PM: SESSION 14.1: GENERAL SESSION
Pavilion Salons A-C
Introduction of Invited Speaker: Gail Chase Furman, Washington State U.

Michael Fullan is the Dean of the Ontario Institute for Studies in Education at the University of Toronto. An innovator and leader in teacher education, he has developed a number of partnerships designed to bring about major school improvement and educational reform. He participates as researcher, consultant, trainer, and policy advisor on a wide range of educational change projects with school systems, teachers' federations, research and development institutes, and government agencies in Canada and internationally. He has published widely on the topic of educational change.

Convention Banquet and Awards
Pavilion Salons D-G
Admission by ticket only
6:00 PM: Cash Bar
6:30 PM: Dinner
7:30 PM: Awards

• Presentation of the Jack A. Culbertson Award for Outstanding Contributions by a Junior Professor
  Presenter: Michael Martin, U. Colorado–Denver
  Recipient: To be announced

• Presentation of the Roald F. Campbell Lifetime Achievement Award
  Presenter: Donald J. Willower, The Pennsylvania State U.
  Recipient: To be announced

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SUNDAY, NOVEMBER 1

SUN 8:45 - 10:00 AM: SESSION 16.1: PAPER

CONSUL
Superintendents' Leadership And Issues in Culture Building
Discussion Leader:
L. Joseph Matthews, Brigham Young U.
- The Intersection of Political Leadership and Educational Excellence: A Leadership Imperative
  Judith H. Berg, U. Northern Colorado
  Gene E. Hall, U. Northern Colorado
  Linda Dzialo, U. Oklahoma
  Francie Smith, U. Oklahoma
- Planning and Evaluation: Culture Building Tools for the Superintendent
  Gwyn A. Boyter, Texas A&M U.–Commerce
  Gordon S. Gates, Texas A&M U.–Commerce

SUN 8:45 - 10:00 AM: SESSION 16.2: PAPER

DIPLOMAT
Cultures of Silence, Moral Excellence, and Critical Ethnography: Perspectives from Research
Discussion Leader: William P. Foster, Indiana U.
- Barriers to Excellence: The Culture of Silence in School Systems
  Edith A. Rusch, Rowan U.
- Lessons in Moral Excellence: Research, Administration, & Pedagogy
  C. Cryss Brunner, U. Wisconsin–Madison
- A Critical Analysis of Critical Ethnography: Implications for Educational Excellence
  Maureen W. Keyes, U. Wisconsin–Milwaukee
  Colleen A. Capper, U. Wisconsin–Madison
  Nancy Yoder, U. Wisconsin–Madison

SUN 8:45 - 10:00 AM: SESSION 16.3: CONVERSATION

ENVY
Portfolios for Pre-Service Principals: Posibilities and Pitfalls
Session Organizer: Pamela D. Tucker, U. Virginia
Participants:
James H. Stronge, College of William & Mary
Jan M. Rozzelle, College of William & Mary
Elizabeth Donohoe Steinberger, College of William & Mary

SUN 8:45 - 10:00 AM: SESSION 16.4: CONVERSATION

PAVILION SALON E
Preparing Principals Through District Collaboration and Integration of Coursework with Practice
Session Organizer: Diane Ricciardi, U. Louisville
Participants:
John L. Keedy, U. Louisville
Richard L. Kirkpatrick, Jefferson County PS
Donna H. McCabe, U. Louisville

SUN 8:45 - 10:00 AM: SESSION 16.5: CONVERSATION

Pavilion Salon F
Postmodernism: Spur to Excellence or Sower of Confusion
Session Organizer:
Donald J. Willower, The Pennsylvania State U.
Participants:
Fenwick W. English, Indiana-Purdue U.–Fort Wayne
Cynthia L. Uline, The Ohio State U.

SUN 8:45 - 10:00 AM: SESSION 16.6: CONVERSATION

Pavilion Salon G
Conversations on Leadership Imperatives for Educational Excellence in Urban Schools: The Role of Leadership Preparation Programs
Participants:
Judy A. Alston, U. Houston
Douglas Herndon, U. Houston
SUN 8:45 - 10:00 AM: SESSION 16.7: CONVERSATION
Fort San Carlos 1
What About the Urban School Performance?
Participants:
Deborah M. Kazal-Thresher, U. Texas–Austin
Celeste A. VanHorn, U. Texas–Austin

SUN 8:45 - 10:00 AM: SESSION 16.8: GRADUATE STUDENT SEMINAR, PART 2 (SEE ALSO SESSION 6.8)
Fort San Carlos 2
From the Department Chair's View: The Process of Getting Your First Academic Position
This conversation with four department chairs focuses on the application, interview, and final selection process for your first assistant professor position. The department chairs provide insight on preparation of the vita, how the selection process works, good interview protocol, and what appears to be significant in getting the offer.
Session Organizer:
Paula M. Short, U. Missouri–Columbia
Participants:
María Luisa González, New Mexico State U.
Eddy J. Van Meter, U. Kentucky
David Sperry, U. Utah

SUN 8:45 - 10:00 AM: SESSION 16.9: INVITED SESSION: SYMPOSIUM
Senator
The Leadership Imperative: Insights from the Handbook of Research on Educational Administration
This symposium will examine the theme issue of the conference by drawing on material from the forthcoming Handbook of Research on School Administration. The authors will lay out the strategic issues in the area of school leadership as we enter the 21st century. These strategic issues will focus on consolidating evidence, outlining needs in the area of educational research, suggesting the contours of an agenda for practice, and examining implications for the education of school administrators.
Facilitator/Moderator:
Nelda Cambron-McCabe, Miami U.
- The Leadership Imperative: Signposts from a Century of Research on School Leadership
  Kenneth A. Leithwood, OISE/U. Toronto
  Daniel L. Duke, U. Virginia
- The Leadership Imperative: Suggestions from the Research on School Improvement
  Karen Seashore-Louis, U. Minnesota
- The Leadership Imperative: Challenges from the Privatization Movement
  Joseph F. Murphy, Vanderbilt U.
- The Leadership Imperative: Implications for the Education of School Administrators
  Martha M. McCarthy, Indiana U.

SUN 10:15 -11:30 AM: SESSION 17.1: GENERAL SESSION
Hawthorne Salons 2-3
Introduction of Invited Speaker:
L. Nan Restine, Oklahoma State U.

Learning to Lead in the New Superintendency
Susan Moore Johnson

Susan Moore Johnson is Professor and Academic Dean at the Harvard Graduate School of Education. A former high school teacher and administrator, Johnson studies school organization, educational policy, and change in school systems. She has conducted research on collective bargaining, performance-based layoffs, merit pay, school-based management, and the school as a workplace. Johnson is the author of Teacher Unions in Schools, a qualitative study of the day-to-day impact of collective bargaining in schools; Teachers at Work; and Leading to Change. She is currently conducting research about teachers' work in charter schools.
THE JACK A. CULBERTSON AWARD, 1998

CONVENTION BANQUET  SATURDAY, OCTOBER 31

The Jack A. Culbertson 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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1985 ........................ Jeri Nowakowski, Northern Illinois U.
1986 ........................ Joseph Murphy, U. Illinois
1987 ........................ Walter H. Glebock, Washington State U.
1988 ........................ Charol Shakeshaft, Hofstra U.
1989 ........................ Carol A. Veil, U. of Texas--Auston
1990 ........................ Paul V. Bredeson, The Pennsylvania State U.
1991 ........................ Kent D. Peterson, U. Wisconsin–Madison
1992 ........................ Ann W. Hart, U. of Utah
1994 ........................ Stephen L. Jacobson, SUNY-Buffalo
1995 ........................ Neil Theobald, Indiana U.
1996 ........................ Frances C. Fowler, Miami U.
1997 ........................ Patsy E. Johnson, U. Kentucky

The Culbertson Award was organized and is coordinated by former associate directors of UCEA. Individuals who are nominated must have been professors for six years or fewer and currently serve in a UCEA university. Contributions for which an individual may be nominated include: (a) innovation in administrator preparation; (b) a published book; (c) instructional materials; (d) 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, 205 Hill Hall, Columbus, Missouri 63211.

THE ROALD F. CAMPBELL AWARD, 1998

CONVENTION BANQUET  SATURDAY, OCTOBER 31

The Campbell 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.

1993 ......................... Jack A. Culbertson, The Ohio State U. and longtime UCEA Executive Director
1995 ........................ Richard A. Schmuck, U. of Oregon
1996 ........................ Edwin M. Bridges, Stanford U.
1997 ........................ Donald J. Willower, The Pennsylvania State U.

The Campbell Award for lifetime achievement is made at the discretion of the UCEA Executive Committee, which receives nominations every spring. Criteria used in selecting the recipient include: (a) lifetime 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.

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Founded 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 56 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.

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Robert J. Starratt,
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