UCEA Convention 2000
Co-Hosted with the University of New Mexico and New Mexico State University

Schools, Leadership, and Democracy in the New Millennium

November 3–5, 2000
The Albuquerque Hilton
Albuquerque, New Mexico
CONVENTION 2000 COMMITTEE

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Program Layout and Editing: Elton R. Boone
On behalf of the University Council for Educational Administration, I am pleased to welcome you to UCEA’s 14th Annual Convention. Convention Chair and Incoming UCEA President María Luisa González and Program Co-Chairs Dianne Taylor and James Stronge have assembled an exceptionally strong program, one that will provide many opportunities to encounter the latest scholarship in our field and to engage in provocative conversations about the contemporary challenges facing educational administration. As education and the preparation and development of leaders for our schools soars to the forefront of our national political agenda once again, UCEA continues to serve as a critical and constructive voice in these debates and as a forum where the enduring dilemmas of leadership can command our attention.

The past year has been an extraordinary one for UCEA. On September 1, Michelle Young became the seventh Executive Director of the Consortium. Dr. Young brings to UCEA a deep commitment to the role universities play in the development and support of able educational leaders who will improve schools for all children. Under her stewardship, UCEA will continue to be an effective and important voice in our field. Over the past year, UCEA has also been fortunate to have at our disposal the talents of a dedicated and energetic Interim Executive Director. Richard Hatley’s commitment to UCEA extends back more than three decades. He has served as UCEA’s Associate Director, its President, a member of UCEA’s Executive Board, and a Plenum Representative. Dr. Hatley’s singular dedication to the ongoing work of the organization has ensured that UCEA Convention 2000 will be an outstanding professional experience for all involved. Welcome to Albuquerque!
Bienvenidos! Welcome to New Mexico, “The Land of Enchantment.” The faculty and administration of the College of Education and the Department of Educational Management and Development at New Mexico State University welcomes you to the UCEA 2000 Convention. Dr. María Luisa González and I wish you the best while you are in our beautiful state. I have been Dean of the College of Education at NMSU and a resident of New Mexico for just a few short weeks, but already, I am in love with the state and its people. It seems as though each sunset is more awesome than the last and each person I meet more worthy of my respect and admiration. This wonderful state includes numerous cultures that have retained their individuality while still integrating in such a way that our language, art, food, clothing, and life style are unique. Here, diversity is a concept that works, in large part, because we are proud of it. While you are here, I hope you will have an opportunity to see our mountains, deserts, and plains; savor our cooking, and above all, meet the many wonderful people of New Mexico.

Bienvenidos a Albuquerque, our “Land of Enchantment.” The city is central to rich history, diverse cultures and traditions, varied geography, and Southwestern hospitality. Albuquerque offers visitors access to the environments of a cosmopolitan Southwestern City, the Rio Grande Valley, the Sandia Mountains, desert plains, picturesque towns, breathtaking vistas, and Native American pueblos. Albuquerque’s beginning may be visited in Old Town, founded in 1706 as the city’s center, surrounded by a reviving downtown, the University of New Mexico, Nob Hill, the variety of thriving galleries and museums, theatres, trendy shops, distinctive cuisine of the Southwest and New Mexico (red or green?), microbreweries and wineries, Petroglyph National Park, the Sandia, Manzano, and Sangre de Cristo mountains, and the Indian Pueblo Cultural Center. Albuquerque is a city that honors and preserves its prehistoric and Native past and does justice
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 2, 2000. After that, fees will increase for all registrants. The convention begins on Friday, November 3 at 8:00 AM. The last session ends on Sunday, November 5 at 11:30 AM. Requests for refunds will not be considered after October 2. On-site registration will be possible at the convention registration desk in the Garden Room. Badge fasteners and program changes also will be available there.

HOTEL RESERVATIONS
Convention participants are responsible for their own transportation and housing arrangements. For group rates and reservations at the Albuquerque Hilton, call (505) 884-2500 and identify yourself as a UCEA conventioneer. Guaranteed reduced rates for the group are $96 + 11% tax. Reservations must be accompanied by first night’s deposit (check payable to Albuquerque Hilton) or credit card. Deposit is refundable if cancellation is received 24 hours prior to arrival day. It is recommended that you reserve early. The deadline for making advanced reservations with the Hilton is Monday, October 2.

TRANSPORTATION
The Albuquerque Hilton is located at 1901 University Boulevard NE, near Downtown Albuquerque, Old Town, and the University of New Mexico. Taxi fare from the Albuquerque International Airport is around $15. The Albuquerque Hilton offers free parking with valet parking available for $5.

Special Thanks to our Institutional Co-Hosts for Convention 2000!

New Mexico State University
University of New Mexico
EXHIBITORS

The exhibit hall (Rio Grande Room and Mezzanine) houses the book displays of publishers and a concession cafe. The hall will be open Friday and Saturday 9:00 AM–4:00 PM. All books are the property of UCEA and/or the publishers and may not be removed without a receipt.

Allyn & Bacon
American Association of School Administrators
Atwood Publishers
Corwin Press
Educator’s International Press
ERIC
Eye on Education
Harvard University Press
Heinemann
Jossey-Bass Publishers
Kluwer Academic Publishers
Lawrence Erlbaum Associates
McCutchan Publishing Corporation
McGraw-Hill
Merrill Education
Palgrave/St. Martin’s Scholarly & Reference
Scarecrow Education
State University of New York Press
Teachers College Press
Temple University Press
UCEA, Inc. Publishing
UCEA Program Centers
Wadsworth Publishing
Waveland Press, Inc.
Yale University Press

Visit the
UCEA Exhibit Hall in the
Rio Grande Room and Mezzanine

Friday 9:00 AM - 4:00 PM
Saturday 9:00 AM - 4:00 PM
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 to each.

<table>
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Susan C. Reis ........................................ The Pennsylvania State University
Ulrich C. Reitzug ........................................ University of North Carolina–Greensboro
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Sally J. Zepeda ........................................ University of Oklahoma

Convention Registration
Garden Room

Thursday: 3:00 PM - 8:00 PM
Friday: 9:00 AM - 6:00 PM
Saturday: 9:00 AM - 4:00 PM

Job Postings
Message Boards
**Thursday, November 2**

**THURS 3:00 PM - 5:30 PM: PRE-SESSION 1.1**  
**INTEREST GROUP**  
**NEW MEXICO BALLROOM-SOUTH**  
*The Ethical Decision Making of Educational Leadership Professors: The Ethics Challenge Simulation*  
Session Organizers:  
- Alan R. Shooh, U. of Texas-San Antonio  
- Lynn G. Beck, Pacific Lutheran U.  
- Margaret M. Grogan, U. of Virginia  
This session engages educational leadership professors in a training awareness program through simulation. The “Ethics Challenge Simulation” was developed by Lockheed Martin in collaboration with Dilbert cartoonist Scott Adams. The simulation is enjoyable and heightens one’s awareness of everyday ethical issues.

**THURS 6:00-7:30 PM: PRE-SESSION 1.2**  
**RECEPTION**  
**SOUTHWEST BALLROOM (TEXAS & COLORADO ROOMS)**  
UCEA Plenary Session Representatives’ Reception  
(All convention registrants are invited.)

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**Visit the UCEA Exhibit Hall in the Rio Grand Room and Mezzanine**

**Friday 9:00 AM - 4:00 PM**  
**Saturday 9:00 AM - 4:00 PM**

• Free coffee and hot tea all day  
• Mezzanine area set up with tables and chairs for visits with colleagues
Friday, November 3

6:45 AM - 8:30 AM: Session 2.0 Program Center
Directors’ Breakfast
Rio Grande - Mezzanine

Organizers:
- M. Scott Norton, Arizona State U.
- Richard V. Hatley, UCEA

Participants:
- Mimi H. Wolverton, Washington State U.
- Walter H. Gmelch, Iowa State U.
- David C. Thompson, Kansas State U.
- R. Craig Wood, U. of Florida
- Leonard C. Burrello, Indiana U.
- Margaret M. Grogan, U. of Virginia
- Paul Begley, U. of Toronto/OISE
- Kay R. Weise, U. of Houston
- Lars G. Björk, U. of Kentucky
- C. Cryss Brunner, U. of Wisconsin-Madison
- Stephen L. Jacobson, SUNY-Buffalo
- Kenneth A. Leithwood, U. of Toronto/OISE
- Michelle D. Young, UCEA
- George J. Petersen, UCEA

8:00 AM - 9:15 AM: Session 2.1: Symposium
Parlor A
Leadership for Inclusive Schools: Lessons from the Front Lines

Session Organizer:
- Charles Vergon, Youngstown State U.

Participants:
- Bram Hamovitch, Cleveland State U.
- Lauren Broderick, Cardinal Local Schools
- Reene A. Alley, Youngstown State U.

8:00 AM - 9:15 AM: Session 2.2: Paper
Parlor B
Special Education: The Confluence of Teaching and Learning

Discussant: Gerald C. Kops, U. of Nevada-Las Vegas

- Job Burnout among Special Educators: A Meta-Analyis
  - Stacey L. Edmonson, Sam Houston State U.
  - David P. Thompson, U. of Texas-San Antonio
Democratic Leadership and Special Education: Discordant, but not Incompatible
Lynn H. Doyle, Old Dominion U.

A Survey of the Special Education Knowledge and Skills of Principals in Schools with High Numbers of American Indian/Alaska Native Students
Susan C. Faircloth, Pennsylvania State U.
John W. Tippeconnic, Pennsylvania State U.

Preparing Principals for Moral, Legal, Technical, and Reformist Leadership in Special Education
Carl Lashley, U. of North Carolina-Greensboro

8:00 AM - 9:15 AM: Session 2.3: Paper

Parlor C
School Boards: Struggles with Governance
Discussant: Thomas E. Glass, U. of Memphis

How Does a Disruption of Definitions and Practices of Power by School Board Members Support Democratic Environments Focused on Social Justice?
Meredith L. Mountford, U. of Wisconsin-Madison

A Study of Texas School Board Presidents’ Stress: Struggling with Duties of the Presidency
Gordon S. Gates, Texas A&M U.-Commerce
Gwyn Ann Boyter, Texas A&M U.-Commerce

Organizational Characteristics of Districts with School Board Governance Problems
Gwyn Ann Boyter, Texas A&M U.-Commerce
Gordon S. Gates, Texas A&M U.-Commerce

8:00 AM - 9:15 AM: Session 2.4: Symposium

Parlor D
Wholistic Visioning: Black Women Leaders Creating Socially-Just Learning Environments
Session Organizer:
Maenette K. Benham, Michigan State U.
Participants:
Renee Sanders-Lawson, Michigan State U.
Sabrina Smith-Campbell, Michigan State U.
Thioziambi Phenola, Michigan State U.

8:00 AM - 9:15 AM: Session 2.5: Symposium
**PARLOR E**

Re-Conceptualizing Professional Development for the New Millennium: A Life-Cycle Model for Classroom Teachers

Session Organizer:
  Betty E. Steffy, Iowa State U.

Participants:
  Michael Wolfe, Kappa Delta Pi
  Suzanne H. Pasch, Trenton State College
  Billy J. Enz, Arizona State U.
  Jan D. Walker, Iowa State U.

**8:00 AM - 9:15 AM: SESSION 2.6: PAPER**

**PARLOR F**

The Role of Values in Decision Making

Discussant: James S. Rinehart, U. of Kentucky

- *The Grammar of Justice in School Leadership: Habits of the Heart, Mind, Will, and Imagination*
  Janis B. Fine, Loyola U.-Chicago

- *Modernity, Traditional Community, and Public Schools: The Economics of Development in a Moral Economy*
  Patrick F. Galvin, U. of Utah

- *Using What We Know about Values: Promoting Authentic Leadership and Democracy in Schools*
  Paul Begley, U. of Toronto-OISE
  Olof Johansson, UMEA U.

**8:00 AM - 9:15 AM: SESSION 2.7: CONVERSATION**

**PARLOR G**

Moving Administrative Preparation “Out of the Box”: A Data-Based Discussion of Three Experimental Initiatives

Session Organizer:
  Robert B. Donmoyer, U. of San Diego

Participants:
  Paula A. Cordeiro, U. of San Diego
  Terry Monroe, U. of San Diego
  Alena Nuestro, U. of San Diego
  Cheryl Getz, U. of San Diego
  Dan Miller, U. of San Diego
  Mary W. Scherr, U. of San Diego
  Fred Galloway, U. of San Diego

**8:00 AM - 9:15 AM: SESSION 2.8: CONVERSATION**
Parlor H
Spirituality, Leadership, and Justice
Session Organizer:
Colleen A. Capper, U. of Wisconsin-Madison
Participants:
Madeline M. Hafner, Loyola U.-Chicago
Maureen W. Keyes, U. of Wisconsin-Milwaukee
Yu Min-Chien, U. of Wisconsin-Madison

8:00 AM - 9:15 AM: Session 2.9: Roundtable
New Mexico Ballroom-South
Perspectives on School Leadership: I
Table 1: Leadership Styles of New Ireland Administrators: A Papua New Guinea Study
Alfred Tivinarlik, U. of Iowa
Carolyn L. Wanat, U. of Iowa
Table 2: Leadership and Democracy in the New Millennium: Lessons from a Suburban Math War
Bruce H. Kramer, U. of St. Thomas
Donald R. LaMagdeleine, U. of St. Thomas
Table 3: The Leadership Role in School-Based Community Services: A Principal’s Perspective
Elizabeth McCay, Virginia Commonwealth U.
Table 4: Leadership at the Interface of General and Special Education: Identifying Essential Questions for the New Millennium
Jean B. Crockett, Virginia Tech.
Jennifer Sughrue, Virginia Tech.
Table 5: Ethical Decision Making for Educational Administrators
Ernestine K. Enomoto, U. of Hawaii

9:30 AM - 10:45 AM: Session 3.1: Conversation
Parlor A
Field-Based Learning: Meeting the Challenges of Authentic Learning Experience
Virginia Doolittle, Rowan U.
Thomas C. Monahan, Rowan U.
Sandra M. Alberti, Rowan U.
Alyce P. Anderson, Rowan U.
Janie R. Haines, Rowan U.
George Brelsford, Rowan U.

9:30 AM - 10:45 AM: Session 3.2: Paper
**Parlor B**

School Board Roles and Responsibilities

Discussant: Meredith L. Mountford, U. of Wisconsin-Madison

- School Board Members’ Leadership and Their Impact on Student Outcomes
  D. Annie Henry, New Mexico Highlands U.
  Belinda Pacheco Laumbach, New Mexico Highlands U.
  Carolyn Newman, New Mexico Highlands U.

- Incumbent and Non-incumbent School Board Member Perceptions of Role Orientation and Board/Superintendent Roles
  David A. Nicholls, Bowling Green State U.

- Outsourcing At-Risk Students to For-Profit Organizations
  Brenda H. Kallio, Bowling Green State U.

9:30 AM - 10:45 AM: Session 3.3: Symposium

**Parlor C**

The Politics of Leadership in Urban Reform: Implications for Student Learning, Teacher Development, and Collaboration

Session Organizer: Pedro Reyes, U. of Texas-Austin

Participants:
  Andrea K. Rorrer, U. of Texas-Austin
  Rebecca M. Brown, U. of Texas-Austin
  Lonnie H. Wagstaff, U. of Texas-Austin
  Joy C. Phillips, U. of Texas-Austin

9:30 AM - 10:45 AM: Session 3.4: Symposium

**Parlor D**

Beyond the Cult(ure) of Gurus, Prophets, Pundits, and Wizards: Disambiguating the Presence of Pop Management in Educational Administration

Session Organizer: Fenwick W. English, Iowa State U.

Participants:
  William K. Poston, Jr., Iowa State U.
  Jackie M. Blount, Iowa State U.
  Jerry W. Gilley, Iowa State U.
  Betty E. Steffy, Iowa State U.

9:30 AM - 10:45 AM: Session 3.5: Conversation
Parlor E
Exploring the Theory-Practice Interface within the Context of Social Justice

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

Discussant: William P. Foster, Indiana U.

Participants:
Ira E. Bogotch, Florida Atlantic U.
Robert B. Donmoyer, U. of San Diego
Louise Partridge, Calgary Board of Education
John Uzelac, U. of British Columbia

9:30 AM - 10:45 AM: Session 3.6: Paper
Parlor F
Legal and Policy Issues in Education
Discussant: Jean A. Madsen, Texas A&M U.

• Race-Conscious Student Selection Processes: Can Schools Use Race in Furtherance of Education for a Multi-Cultural Society Consistent with the Constitution?
  Julie F. Mead, U. of Wisconsin-Madison

• Silencing the Lambs: The Implications of a School’s Right and Opportunity to Restrict Speech in a Democratic Educational Community
  Patrick D. Pauken, Bowling Green State U.

• From In Loco Parentis to Robo-cop and Back Again: The Vacillating Role of School Officials in U.S. Supreme Court Decisions
  Patricia A. L. Ehrensal, Temple U.

9:30 AM - 10:45 AM: Session 3.7: Conversation
Parlor G
Legal Perspectives on Education in the New Millennium
Session Organizer:
Charles J. Russo, U. of Dayton

Participants:
Nelda H. Cambron-McCabe, Miami U. of Ohio
Martha M. McCarthy, Indiana U.
Frank Brown, U. of North Carolina-Chapel Hill
J. John Harris, U. of Kentucky
Douglas J. Stewart, Queensland U. of Technology
9:30 AM - 10:45 AM: Session 3.8: Interest Group: Department Chairs
Parlor H
Distance Education: Practices in Educational Administration Preparation Programs
Moderator: M. Scott Norton, Arizona State U.
Discussion Leaders:
   Jacob L. Stampen, U. of Wisconsin-Madison
   Gary M. Crow, U. of Utah
   Eddy J. Van Meter, U. of Kentucky

9:30 AM - 10:45 AM: Session 3.9: Roundtable
New Mexico Ballroom-South
The (un)Attractiveness of the Principalship
Table 1: But No One Wants to be an Educational Administrator...What do We Do?
   John C. Daresh, U. of Texas-El Paso
   Ronald L. Capasso, Rowan U.
Table 2: Tapping the Knowledge of Seasoned Campus Administrators: Can Enthusiasm Still Be Kindled for the Principalship?
   Myrna W. Gantner, U. of Texas-El Paso
   Karen L. Dunlap, El Paso ISD
Table 3: Quality of Professional Work Life: Implications for Recruitment and Retention of School Administrators
   Gary C. Alexander, U. of Idaho
Table 4: Leading through Inquiry: The Means to Individual and Organizational Growth
   Lynne G. Perez, St. John’s U.
   Cynthia L. Uline, Ohio State U.

Check out UCEA’s web site at http://www.ucea.org
• A review of UCEA’s history
• A profile of UCEA’s present
• A sense of UCEA’s future
11:00 AM - 12:30 PM: **Session 4.1:**

**General Session**

**Southwest Ballroom**

Session Chair: Mary E. Driscoll, UCEA President, 1999-2000

*Drum Ceremony*

Special Welcomes:
- Robert Moulton, Dean, New Mexico State U.
- Viola E. Florez Tighe, Dean, U. of New Mexico
- Michelle D. Young, UCEA Executive Director

Introduction of Speaker:
- Grayson B. Noley, U. of Oklahoma

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**Diversity, Humanity, and Educational Opportunity**

Tsianina Lomawaima is a Professor of American Indian Studies at the University of Arizona. She earned her graduate degrees in Anthropology from Stanford University where she was a Dorothy Danforth Compton Fellow. In 1988 she was hired as an Assistant Professor for the Anthropology department and American Indian Studies Center at the University of Washington and received a Distinguished Teaching Award in 1991. In 1994 she moved to her current position at the University of Arizona and teaches courses on the history of Indian education, contemporary issues in Native America, history and philosophy of native societies and cultures, ecology, demography, and disease. Dr. Lomawaima’s research on the experiences of Native American alumni of a federal off-reservation boarding school is rooted in the experiences of her father, who was raised at a boarding school in Oklahoma called Chilocco Indian Agricultural School. Interviews with her father and sixty of his contemporaries, plus information from federal policy and archives, appear in *They Called it Prairie Light: The Story of Chilocco Indian School* (1994, U. of Nebraska Press), which was the winner of the 1993 North American Indian Prose Award and the American Educational Association’s 1995 Critics’ Choice Award.
12:45 PM - 2:15 PM: SESSION 5.1: PAPER
PARLOR A

Politicizing Reading Instruction
Discussant: Sharon D. Kruse, U. of Akron

• The Influence Tactics of Interest Groups and National Reading Policy
  Julie E. McDaniel, U. of Michigan
  Mengli Song, U. of Michigan
  Cecil G. Miskel, U. of Michigan
  Celia H. Sims, U. of Michigan
  Tamara V. Young, U. of Michigan

• The “Demonizing” of Whole Language by the Press: Myth or Reality?
  Celia H. Sims, U. of Michigan

• Observations, Conversations, and Negotiations: Administrator Support of Literacy Practices
  Mary Kay Stein, U. of Pittsburgh
  Laura D’Amico, U. of Pittsburgh

12:45 PM - 2:15 PM: SESSION 5.2: PAPER
PARLOR B

Choice in K-12 Schooling
Discussant: Richard V. Hatley, UCEA

• Charter School Legislation and Teacher Empowerment: A Study of Colorado and Michigan
  James R. Crawford, U. of Nevada-Las Vegas

• A Comparative Study of Teacher Attitudes in Private and Public Schools of Choice
  Sandra L. Harris, Stephen F. Austin State U.
  Sandra L. Lowery, Stephen F. Austin State U.
  Carolyn S. Carr, Portland State U.

  Ramona A. Lomeli, Illinois State U.

12:45 PM - 2:15 PM: SESSION 5.3: CONVERSATION
PARLOR C

Session Organizer: Betty E. Steffy, Iowa State U.
Parlor D

Engaging and Envisioning the Future for Educational Leadership Programs Given Increased Accountability, Growing Competition, and Changing Demographics for K-12 Students

Session Organizer:
James J. Scheurich, U. of Texas-Austin

Participants:
Michelle D. Young, U. of Missouri-Columbia
Diana G. Pounder, U. of Utah
Khaula Murtadha-Watts, U. of Indiana

Parlor E

Student Involvement and Success

Discussant:
Karen S. Cockrell, U. of Missouri-Columbia

- School Uniforms: Improving Academic Achievement by “Levelling the Clothes”
  Jesse L. Gonzales, Las Cruces Public Schools
- The Relationship of Secondary School Scheduling Models to Student Performance on ACT Examinations
  Donald G. Hackmann, Iowa State U.
- Student Leadership: A Case Study of Leadership and Perceived Effectiveness
  Dawn C. Wallin, U. of Saskatchewan

Parlor F

The Dynamics of Bias in Interest Group Arenas of Educational Policy: Implications for a Democratic Society

Session Organizer:
Hanne B. Mawhinney, U. of Maryland

Participants:
William L. Boyd, Pennsylvania State U.
Bob L. Johnson, U. of Utah
Cecil G. Miskel, U. of Michigan
V. Darleen Opfer, Georgia State U.
12:45 PM - 2:15 PM: SESSION 5.7: PAPER
Parlor G
Experimenting with Collaborative Learning in Leadership Preparation
Discussant: Jane Clark Lindle, U. of Kentucky
- An Exploratory Study of Group Learning in an Instructional Cohort
  Jay Paredes Scribner, U. of Missouri-Columbia
  Joe F. Donaldson, U. of Missouri-Columbia
- Developing Effective and Efficient Systems of Online Education: A Comparison of Collaborative Learning and Audience Awareness in Two Freshman Writing Environments
  Barbara A. Gaddis, U. of Colorado-CO Springs
  Harriet Napierkowski, U. of Colorado-CO Springs
  Nadyne Guzmán, U. of Colorado-CO Springs
  Rodney Muth, U. of Colorado-Denver
- From Isolation and Competition to Sharing and Collaborating: Challenging the Traditional Socialization Process
  Darla J. Twale, U. of Dayton
  John C. Weidman, U. of Pittsburgh
  Elizabeth Stein, U. of Pittsburgh

12:45 PM - 2:15 PM: SESSION 5.8: GRADUATE STUDENT SYMPOSIUM: PART I (Also See Session, 15.8)
Parlor H
Conveners:
  Gary M. Ivory, New Mexico State University
  John B. Mondragón, University of New Mexico
  Vita Saavedra, University of New Mexico
All graduate students welcome. No advance registration required. Topics are different for each of the two sessions.

12:45 PM - 2:15 PM: SESSION 5.9: ROUND TABLE
New Mexico Ballroom-South
Perspectives on Superintendent Leadership
Table 1: Ethical Decision-Making of Superintendents
  Robert J. Starratt, Boston College
  Lyse Langlois, U. of Quebec-Three Rivers
Table 2: Site-based Management and the Superintendent: The More Things Change...
L. Dean Sorenson, U. of Montana
Roberta D. Evans, U. of Montana
Table 3: The Interpersonal Communication of the District Superintendent and Its Influence on the School Board President and Board Decision-Making
Paula M. Short, U. of Missouri System
George J. Petersen, U. of Missouri-Columbia
Table 4: Organizational Citizenship in Public Schools
Michael F. DiPaola, College of William and Mary
Megan Tschannen-Moran, The Ohio State U.

2:30 PM - 4:00 PM: Session 6.1: Paper
Parlor A
School Reform
Discussant: Nona A. Prestine, U. of Illinois
- The Bumpy Road to School Improvement
  Dianne L. Taylor, Louisiana State U.
  Abbas Tashakkori, Florida International U.
  Linda Crone-Koshel, School Improvement Training and Evaluation
- Secondary School Reform in Wyoming
  David L. Stader, U. of Wyoming
- Creating Communities of Learners: The Interaction of Shared Leadership, Shared Vision, and Collaborative Decision Making
  Jane B. Huffman, U. of North Texas
  Kristine A. Hipp, Cardinal Stritch U.

2:30 PM - 4:00 PM: Session 6.2: Paper
Parlor B
The Superintendency: Issues of Access
Discussant:
  C. Cryss Brunner, U. of Wisconsin-Madison
- School Leadership in the Northwest: Factors that Determine Whether Certificate Holders Apply for the Superintendency
  Mimi H. Wolverton, Washington State U.
  Sandy Rawls, Washington State U.
  Tim Macdonald, Washington State U.
  Steve Nelson, NW Regional Ed. Laboratory
- The Political Implications of Superintendent Candidate Searches: Expanding the Pipeline
  William G. Cunningham, Old Dominion U.
Glenn R. Burdick, Winchester Public Schools
• The Entry Plan: A Systematic Process to Facilitate the Transition to the New Superintendency
  Robert O. Neely, U. of Wyoming
  William G. Berube, U. of Wyoming
  John Hamilton, U. of Wyoming

2:30 PM - 4:00 PM: SESSION 6.3: PAPER
PARLOR C
Family Involvement in Education
Discussant: Breda M. Bova, U. of New Mexico
• Work-to-School?: Class, Culture, and Oppositional Consciousness in Migrant Parent Involvement
  Gerardo R. López, U. of Missouri-Columbia
• Micro Leadership and Parent Participation
  Nancy Porras Hein, California State U.-Fullerton
• Building Bridges for African-American Males: A Family-Community Partnership Model
  James Coaxum, III, Rowan U.

2:30 PM - 4:00 PM: SESSION 6.4: SYMPOSIUM
PARLOR D
School as Community: From Promise to Practice
Session Organizer:
  Gail Furman-Brown, Washington State U.
Participants:
  Colleen A. Capper, U. of Wisconsin-Madison
  Paul Goldman, U. of Oregon
  Maureen W. Keyes, U. of Wisconsin-Milwaukee
  Hanne B. Mawhinney, U. of Maryland
  Carolyn M. Shields, U. of British Columbia
  Robert J. Starrat, Boston College

2:30 PM - 4:00 PM: SESSION 6.5: SYMPOSIUM
PARLOR E
Efficacy of Portfolios in Teacher Evaluation
Session Organizer:
  Pamela D. Tucker, U. of Virginia
Participants:
  Christopher R. Gareis, Berkeley Middle Schools
  James H. Stronge, College of William and Mary
2:30 PM - 4:00 PM: Session 6.6: Symposium

Parlor F

Educational Leadership and Teacher Education: Perspectives on Creating Linkages for Shared, Democratic Leadership

Session Organizer:
Frances K. Kochan, Auburn U.

Participants:
- Susanna Murphy, New Mexico State Dept. of Ed.
- Paula A. Cordeiro, U. of San Diego
- James S. Rinehart, U. of Kentucky
- Viola E. Florez Tighe, New Mexico State U.
- Janice R. Fauske, U. of Utah

2:30 PM - 4:00 PM: Session 6.7: Conversation

Parlor G

Leading Democratic Schools for Language Minority Students

Session Organizer:
María Luisa González, New Mexico State U.

Participants:
- Abe L. Armendáriz, New Mexico State U.
- Emma Armendáriz, Albuquerque Public Schools
- Graciela Armendáriz Chávez, Gadsden ISD
- Dora Ortiz, Albuquerque Public Schools
- David Rogers, Albuquerque Public Schools
- Mary Jean Habermann, New Mexico State Department of Education

2:30 PM - 4:00 PM: Session 6.8: Paper

Parlor H

Academic Success in At-Risk School Settings

Discussant: Megan Tschanen-Moran, The Ohio State U.

- Making School More Rewarding: A Study of At-Risk High School Students’ Perspectives on Teaching and Learning
  - Judith A. Ponticell, U. of New Mexico
- Institutional Responses to the Needs of At-Risk Students: District and Campus Perspectives
  - Andrea K. Rorrer, U. of Texas-Austin
Lance D. Fusarelli, Fordham U.
• The Role of the Principal in Achieving and Sustaining Academic Success in High-Poverty Elementary Schools
  Martha N. Ovando, U. of Texas-Austin
  Susan D. Marek, Bastrop ISD

2:30 PM - 4:00 PM: SESSION 6.9: ROUNDTABLE
NEW MEXICO BALLROOM-SOUTH
Perspectives on School Leadership: II
Table 1: Case Study Synthesis: A Methodology to Investigate Leadership
  Lynn H. Doyle, Old Dominion U.
Table 2: Shared Leadership and High School Effectiveness Across Cultural Settings
  Rosemary Y. Foster, U. of Manitoba
Table 3: Democracy and Self: A Call for Physical, Moral, and Social Leadership
  Robert A. Peña, Arizona State U.
  Althe R. Wood, Arizona State U.
Table 4: A Call to Seek “Stewards of Social Justice”: Who Are These Leaders in U.S. Public Schools?
  Angela M. Eilers, U. of Illinois-Champaign
Table 5: Rationalized Neglect: How the Educational Leadership Literature Fails Urban Principals and Schools
  Joseph J. Flessa, U. of California-Berkeley

4:15 PM - 5:45 PM: SESSION 7.1: PAPER
PARLOR A
The Superintendency: Issues of Success
Discussant: Martin Burlingame, Oklahoma State U.
• The Role of the District Superintendent in Leading Academically Successful School Districts
  Carol L. Morgan, U. of Missouri-Columbia
  George J. Petersen, U. of Missouri-Columbia
• The Hidden Curriculum of School District Leadership: The Role of Tacit Knowledge in Superintendent Success
  Nancy S. Nestor-Baker, U. of Cincinnati
  Wayne K. Hoy, Ohio State U.
• Superintendent Evaluation in a Standards-Based Environment: A Status Report from the States
  Michael F. DiPaola, College of William and Mary
4:15 PM - 5:45 PM: Session 7.2: Paper
Parlor B
Perspectives on Women in Educational Leadership
Discussant: Adrienne E. Hyle, Oklahoma State U.
- An Exploration of Power and Leadership within Feminist Perspectives
  Meredith L. Mountford, U. of Wisconsin-Madison
- Women: High School Leaders for the New Millennium
  Ellen Wexler Eckman, Marquette U.
- Female Leadership and the Ethic of Care in the New Millennium
  Mary Kropiewnicki, Wilkes U.
  Joan P. Shapiro, Temple U.

4:15 PM - 5:45 PM: Session 7.3: Paper
Parlor C
Religion and Schooling
Discussant: Susan C. Reis, Pennsylvania State U.
- Religion and Education: The Politics of a “Discourse of Derision”
  V. Darleen Opfer, Georgia State U.
  Benjamin Baez, Georgia State U.
- Secularism as State Religion: U.S. Public Education and the Christian Right
  Catherine A. Lugg, Rutgers U.

4:15 PM - 5:45 PM: Session 7.4: Symposium
Parlor D
Virginia’s Accountability Initiative: Evolution, Initial Responses, and Policy Transformations
Session Organizer:
  Margaret M. Grogan, U. of Virginia
Discussant:
  Francis K. Kochan, Auburn U.
Participants:
  Dan L. Duke, U. of Virginia
  Pamela D. Tucker, U. of Virginia
  Walter F. Heinecke, U. of Virginia

4:15 PM - 5:45 PM: Session 7.5: Paper
Parlor E
Middle Level Education
Discussant: L. Nan Restine, U. of Alabama

- Middle Level Leadership for the 21st Century: Principals’ Views on Essential Skills and Knowledge; Implications for Successful Preparation
  Vincent A. Anfara, Jr., Temple U.
  Kathleen M. Brown, U. of N. Carolina-Chapel Hill
  Rebecca A. Mills, U. of Nevada-Las Vegas
  Kimberly Hartman, Gardner-Webb U.
  Robert J. Mahar, Temple U.

- From the Desk of the Middle School Principal: Leadership Responsiveness to the Needs of Young Adolescents
  Kathleen M. Brown, U. of N. Carolina-Chapel Hill
  Vincent A. Anfara, Temple U.

4:15 PM - 5:45 PM: Session 7.6: Conversation
Parlor F
The Wellspring Women’s Leadership Community: A Source of Affirmation, Inspiration, and Challenge
Session Organizer:
  Catherine E. Hackney, Ursuline College
Participants:
  Sharon D. Kruse, U. of Akron
  Michele Gaski, Summit Co. Ed. Service Center
  Carol J. Poloski, Kent State U.

4:15 PM - 5:45 PM: Session 7.7: Point-Counterpoint
Parlor G
Portfolios: Measure of Performance Assessment or Avoidance of Meaningful Measures?
Participants:
  Dianne E. Ashby, Illinois State U.
  Paul J. Baker, Illinois State U.
  Albert T. Azinger, Illinois State U.
  Elizabeth T. Lugg, Illinois State U.
  Lynda E. Irvin, Illinois State U.

4:15 PM - 5:45 PM: Session 7.8: Symposium
Parlor H
Preparing Leaders for Tomorrow’s Schools: Perspectives on Teaching, Learning, and Research
Session Organizer:
Rodney Muth, U. of Colorado-Denver

Participants:
Bruce G. Barnett, U. of Northern Colorado
Cynthia C. Choi, U. of Colorado-Denver
Nadyne Guzmán, U. of Colorado-CO Springs
Tricia Ferrigno, U. of Colorado-Denver

4:15 PM - 5:45 PM: Session 7.9: Roundtable
New Mexico Ballroom-South
Using Technology in Principal Preparation Programs
Table 1: Using Web Technology for Principal Preparation: Implementation and Implications
   Diane Ricciardi, U. of Louisville
   Donna H. McCabe, U. of Louisville
Table 2: Using CD-ROM Technology to Prepare Educational Leaders for Ethnically Diverse Schools
   Carolyn J. Wood, U. of New Mexico
   Lori Connors-Tadros, Educational Consultant
   Sue Gradisar, U. of New Mexico
   Penny Pence, U. of New Mexico
Table 3: A Research Program to Prototype and Assess Large Interactive Displays and Hypermedia in the Preparation of School Leaders
   John B. Nash, Stanford U.
   Michael A. Copland, Stanford U.

Convention Reception
Southwest Ballroom
FRI 6:00-7:30 PM

The reception celebrates the contributions of UCEA’s 39 past presidents. All registrants and their guests are welcome. Hosted by UCEA President for 1999-2000 Mary E. Driscoll, Members of the UCEA Executive Committee, and UCEA Staff.
7:00 AM - 8:45 AM: SESSION 8.0: INVITED
RIO GRANDE-MEZzanINE
International Scholars’ Breakfast
Organizer:
Betty M. Merchant, U. of Texas-San Antonio
Roberta L. Derlin, New Mexico State U.

7:30 AM - 8:45 AM: SESSION 8.1: INTEREST GROUP: ORGANIZATIONAL THEORY
PARlor A
Loose Coupling: A Reappraisal
Session Organizer: C. John Tarter, St. John’s U.
Participants:
Alan R. Shoho, U. of Texas-Austin
Bob L. Johnson, U. of Utah

7:30 AM - 8:45 AM: SESSION 8.2: EDITORIAL BOARD MEETING
PARlor B
The Journal of Cases in Educational Leadership
Editor and Convener: Gary M. Crow, U. of Utah

7:30 AM - 8:45 AM: SESSION 8.3: IESLP INTEREST GROUP
PARlor C
Using IESLP in Administrator Preparation Programs: What We Have Learned
Session Organizers:
James R. Crawford, U. of Nevada-Las Vegas
Patti L. Chance, U. of Nevada-Las Vegas
Participants:
Jody C. Isernhagen, U. of Nebraska-Lincoln
Linda L. Lyman, Illinois State U.
Ted Repa, New York U.
Karlene Lee, Clark County School District

7:30 AM - 8:45 AM: SESSION 8.4: INTEREST GROUP: SCHOOL LAW
PARlor D
Session Organizer: Charles J. Russo, U. of Dayton
Participants:
Martha M. McCarthy, Indiana U.
Frank Brown, U. of North Carolina-Chapel Hill
Douglas J. Stewart, Queensland U. of Technology
Nelda H. Cambron-McCabe, Miami U. of Ohio

7:30 AM - 8:45 AM: Session 8.5: Symposium
Parlor E
The Challenge of Incorporating New Members (Students and Teachers) into Critically Reflective, Constructivist, and Experiential Leadership Preparation Programs
Session Organizer: Anne-Marie Read, U. of Maine

Participants:
Dianne Hoff, U. of Maine
Pamela Flood, U. of Maine
Linda M. Bowe, U. of Maine
Julie Della Mattera, U. of Maine

7:30 AM - 8:45 AM: Session 8.6: Paper
Parlor F
Assistant Principals in the Educational Hierarchy
Discussant: Patsy E. Johnson, U. of Connecticut
• The Assistant Principals’ Role: A Training Ground for Becoming A Transformational Leader
  Vicki M. Denmark, Georgia State U.
  Carol Z. McGrevin, Georgia State U.
• The Work-life of the Assistant Principal
  Charles S. Hausman, U. of Utah
  Ava Nebeker, U. of Utah
  Gordon Donaldson, U. of Maine
• Contextualizing the Position of Assistant Principal
  Norma T. Mertz, U. of Tennessee
  Sonja McNeely, Knox County Schools

7:30 AM - 8:45 AM: Session 8.7: Invited
Parlor G
NCATE Standards for Administrator Preparation: Issues of Competency, Certification, Collaboration, Competition, and Control
Session Organizer:
  Michael Martin, U. of Colorado-Denver
Participants:
Diane E. Ashby, Illinois State U.
James G. Cibulka, U. of Maryland
David J. Sperry, U. of Utah

7:30 AM - 8:45 AM: Session 8.8: Invited Parlor H
UCEA Program Centers: Informing Practice and Preparation in Educational Administration
Moderator: M. Scott Norton, Arizona State U.
Participants:
C. Cryss Brunner & Lars G. Björk, Center for the Study of the Superintendency
Margaret M. Grogan & Paul Begley, Center for the Study of Leadership and Ethics
M. Scott Norton, Center for the Study of Preparation Programs
Kay R. Weise, Center for the Study of Leadership in Urban Education
Mimi H. Wolverton & Walter H. Gmelch, Center for the Study of Academic Leadership

7:30 AM - 8:45 AM: Session 8.9: Roundtable New Mexico Ballroom-South
Issues in Principal Preparation Programs
Table 1: Between Murphy and English: Preparing Criticalist Leaders in the Time of ISLLC
  Carl Lashley, U. of North Carolina-Greensboro
  Ronald D. Williamson, U. of North Carolina-Greensboro
Table 2: Principal Candidate Survey of an Educational Administration Program and Confronting the Issue of Professor Change: Redefining the Educational Administration Professor Role for the New Millennium
  Donna H. McCabe, U. of Louisville
  John L. Keedy, U. of Louisville
  Diane Ricciardi, U. of Louisville
Table 3: A Cohort Model in Educational Leadership: A Discussion of What Works and Doesn’t Work
  Mary T. Apodaca-Tucker, U. of Texas-El Paso
  Carmen M. Gonzalez, U. of Texas-El Paso
  Irma Avila, U. of Texas-El Paso
  Margaret Manual, U. of Texas-El Paso
  Arlene M. Sonnen, U. of Texas-El Paso
  Jesus Chavez, U. of Texas-El Paso
Terry Ann Rodriguez, U. of Texas-El Paso

Table 4: Increasing Capacity for Reflectivity and Professional Community
Virginia Doolittle, Rowan U.
Edith A. Rusch, Rowan U.

Table 5: Alternative Route for Administrative Certification: A New Model
Albert T. Azinger, Illinois State U.
Jeffery B. Hecht, Illinois State U.
Dianne E. Ashby, Illinois State U.
Patricia H. Klass, Illinois State U.

9:00 AM - 10:30 AM: Session 9.1: Paper
Parlor A

Issues of Time and Scheduling in K-12 Reform
Discussant: Richard L. Andrews, U. of Missouri-Columbia
• Do Extended Day and Summer School Remediation Programs Improve Achievement and Subsequent Pass Rates for Students Who do not Initially Pass Minnesota’s High School Graduation Test?
  Jane L. Schleisman, U. of Minnesota
  Mark L. Davison, U. of Minnesota
• Buxi Culture: Getting Ahead in Taiwan Education
  Shih-Chung Lin, U. of Oklahoma
  Grayson B. Noley, U. of Oklahoma

9:00 AM - 10:30 AM: Session 9.2: Paper
Parlor B

Teacher Roles and Responsibilities in School Success
Discussant: Karen Evans Stout, U. of Minnesota
• Teacher Leadership and Effective Teams
  Evelyn Ford, U. of Colorado-CO Springs
  Brett E. Johnson, U. of Colorado-Boulder
  Nadyne Guzmán, U. of Colorado-CO Springs
  Rodney Muth, U. of Colorado-Denver
• Enhancers and Inhibitors of Teacher Risk Taking: Tensions between Democracy and Bureaucracy in Teacher and School Cultures
  Judith A. Ponticell, U. of New Mexico
• Examining the Relationship of Student and Teacher Beliefs and Student Learning
9:00 AM - 10:30 AM: SESSION 9.3: PAPER

PARLOR C

School Violence: Problems and Policies
Discussant: Elizabeth T. Lugg, Illinois State U.

- Community Response to School Violence and Problem Behavior: A Case Study
  Brian Noonan, U. of Manitoba
  Bryan Braun, Swift Current Public Schools

- Policy, Politics, and Democratic Ideals: Leadership Responses to Student Violence and Conflict
  Patsy E. Johnson, U. of Connecticut
  Alfred J. Manneback, U. of Connecticut

- Who Exercises Discretion in the Implementation of Zero Tolerance Policies in Virginia?
  Margaret M. Grogan, U. of Virginia
  Brianne L. Reck, U. of Virginia

9:00 AM - 10:30 AM: SESSION 9.4: SYMPOSIUM

PARLOR D

Opening Space for Social Justice: A New Foundation of Knowledge for Superintendents and School Boards
Session Organizer:
  Judith Perkins, U. of Wisconsin-Madison
Participants:
  C. Cryss Brunner, U. of Wisconsin-Madison
  Meredith L. Mountford, U. of Wisconsin-Madison

9:00 AM - 10:30 AM: SESSION 9.5: SYMPOSIUM

PARLOR E

The ISLLC Standards Exam: From Specialists on Persuasion to Specialists on Coercion?
Session Organizer:
  Fenwick W. English, Iowa State U.
Participants:
  Gail Furman-Brown, Washington State U.
  Gary L. Anderson, California State U.-L.A.
  Spencer J. Maxcy, Louisiana State U.
  Michael E. Dantley, Miami U. of Ohio
  Betty E. Steffy, Iowa State U.
9:00 AM - 10:30 AM: Session 9.6: Invited Symposium
Parlor F
Reconceptualizing the Principalship: It Doesn’t Take a Master’s Degree to Get the Yard Mowed
Session Organizers:
   Dianne L. Taylor, Louisiana State U.
   James H. Stronge, College of William and Mary
Participants:
   Gary M. Crow, U. of Utah
   William Greenfield, Portland State U.
   Kent D. Peterson, U. of Wisconsin-Madison
   Carolyn S. Carr, Portland State U.
   Ira E. Bogotch, Florida Atlantic U.
   Kenneth A. Leithwood, OISE/U. of Toronto

9:00 AM - 10:30 AM: Session 9.7: Conversation
Parlor G
Supporting Students of Color in Educational Administration Programs: A Focused Conversation
Session Organizer:
   Michelle D. Young, U. of Missouri-Columbia
Participants:
   Pedro Reyes, U. of Texas-Austin
   John D. Palmer, U. of Iowa
   Paula A. Cordeiro, U. of San Diego
   Linda C. Tillman, U. of New Orleans
   Linda E. Skrla, Texas A&M U.

9:00 AM - 10:30 AM: Session 9.8: Symposium
Parlor H
Canadian Perspectives on Schools, Leadership, and Democracy in the New Millennium
Session Organizer: J. Tim Goddard, U. of Calgary
Participants:
   Carolyn M. Shields, U. of British Columbia
   Coral Mitchell, Brock U.
   Patrick J. Renihan, U. of Saskatchewan
   Rosemary Y. Foster, U. of Manitoba
   J. Frank Peters, U. of Alberta

9:00 AM - 10:30 AM: Session 9.9: Roundtables
New Mexico Ballroom-South
Perspectives on Teacher Empowerment
Table 1: Teacher Empowerment: An Exploratory Study of Vocational and Technical Teachers  
   Jay Paredes Scribner, U. of Missouri-Columbia  
   Allen D. Truell, Ball State U.  
   Douglas R. Hager, U. of Missouri-Columbia  
   Sothana Srichai, U. of Missouri-Columbia

Table 2: Empowerment vs. Accountability or Empowerment through Accountability?  
   Robert J. Starratt, Boston College

Table 3: Globalization, Social Movements, and Organizations for the Education Professions: Anticipating the Direction of Change  
   Steven Jay Gross, Temple U.  
   Leonard J. Waks, Temple U.

Table 4: The Impact of Unionization on Teacher-Administrator Relationships in British Columbia  
   Wendy L. Poole, U. of British Columbia

10:45 AM - 12:15 PM: Session 10.1: Paper Parlor A

Student Assessment and Standards  
Discussant: James G. Cibulka, U. of Maryland

• One Step Forward, Two Steps Back: Political, Technical, and Cultural Challenges to the Implementation of High-Stakes Student Assessment  
   Timothy M. Matheney, U. of Minnesota

• School District Responses to New Curriculum and Assessment Standards in New York State  
   John W. Sipple, Cornell U.  
   Leanne M. Avery, Cornell U.

• Models for Estimating the Relative Performance of Student Groups  
   Charles T. Clark, Ed. Productivity Council  
   Brendan Maxcy, Ed. Productivity Council  
   Sung-Kwan Yang, Ed. Productivity Council

10:45 AM - 12:15 PM: Session 10.2: Paper Parlor B

Evaluation of Administrator Preparation Programs  
Discussant: C. Thomas Holmes, U. of Georgia
• Review and Renewal of an Educational Administration Program
  Charles L. Slater, Southwest Texas State U.
  Marla W. McGhee, Southwest Texas State U.
  Robin Capt, Southwest Texas State U.
• Program Evaluation of a Reformed Administrator Preparation Program: A View Through Multiple Lenses
  Carol B. Furtwengler, Wichita State U.
  Ranelle Lang, Augusta USD 402
  Willis J. Furtwengler, Wichita State U.
• How Well are We Doing?: Novice Administrators Reflect on their Training
  Margaret Abbott, Rosemont Ridge Middle School
  Paul Goldman, U. of Oregon
  Nancy L. Golden, U. of Oregon
  Phillip C. McCullum, U. of Oregon

10:45 AM - 12:15 PM: SESSION 10.3: PAPER PARLOR C
Effective Principal Leadership
Discussant: Donald B. Reed, Washington State U.
• Principals’ Leadership Orientation and the Impact on School Effectiveness: Perspectives from Suburban School Organizations
  Eugene T. W. Sanders, Bowling Green State U.
  Brenda R. Mayo, Bowling Green State U.
• The Instructional Leadership of Principals in Successful Hispanic Majority High Schools
  Martha N. Ovando, U. of Texas-Austin
  Marcelo Cavazos, Arlington ISD
• The Urban School Leader as a Change Agent: Case Studies of Three Urban School Principals
  Jeffrey S. Ronneberg, U. of Minnesota
  Karen Evans Stout, U. of Minnesota
• How Effective Principals Lead their Administrative Teams in Re-tooling Supervisory Practices for the Block Schedule
  Sally J. Zepeda, U. of Georgia

10:45 AM - 12:15 PM: SESSION 10.4: SYMPOSIUM PARLOR D
The Study of the American Superintendency: 2000
Session Organizer: Lars G. Björk, U. of Kentucky
Chair: Margaret M. Grogan, U. of Virginia
Discussant: Eddy J. Van Meter, U. of Kentucky
Participants:
Thomas E. Glass, U. of Memphis
C. Cryss Brunner, U. of Wisconsin-Madison
Margaret Fee Quintero, U. of Kentucky
Meredith L. Mountford, U. of Wisconsin-Madison

10:45 AM - 12:15 PM: SESSION 10.5: SYMPOSIUM
Parlor E
Preparing School Leaders for the Challenges of the New Millennium
Session Organizer:
Carolyn J. Kelley, U. of Wisconsin-Madison
Participants:
H. Alix Gallagher, U. of Wisconsin-Madison
S. M. Kimball, U. of Wisconsin-Madison
Gary M. Crow, U. of Utah
Kent D. Peterson, U. of Wisconsin-Madison
Kenneth A. Leithwood, U. of Toronto-OISE
Rodney T. Ogawa, U. of California-Riverside

10:45 AM - 12:15 PM: SESSION 10.6: SYMPOSIUM
Parlor F
The Language of Leadership and Learning: Monoliths and Myths
Session Organizer:
Paul V. Bredeson, U. of Wisconsin-Madison
Discussant: Karen Seashore Louis, U. of Minnesota
Participants:
Paul Begley, U. of Toronto-OISE
Olof Johansson, Umea U.-Sweden
Paula A. Cordeiro, U. of San Diego
María Luisa González, New Mexico State U.

10:45 AM - 12:15 PM: SESSION 10.7: PAPER
Parlor G
Accountability in K-12 Schooling
Discussant:
James R. Crawford, U. of Nevada-Las Vegas
- Accountability Roulette: Tracing Meanings and Practices from 1900 to the Present
  Erin McNamara Horvat, Temple U.
  Vincent A. Anfara, Temple U.
  Walter Rodriguez, Temple U.
- Meeting Accountability Demands: Perceptions of
School District Executives
Richard L. Henderson, U. of the Incarnate Word
• Deconstructing Accountability and Democracy for the New Millennium
  Steven Jay Gross, Temple U.
  Kate M. Shaw, Temple U.
  Joan P. Shapiro, Temple U.

10:45 AM - 12:15 PM: Session 10.8: Conversation Parlor H
Having your Knowledge Base, Diversity, and Social Justice Too
Session Organizer:
  Catherine L. Marshall, U. of North Carolina-CH
Participants:
  Edith A. Rusch, Rowan U.
  Gary L. Anderson, California State U.-L.A.
  Flora Ida Ortiz, U. of California-Riverside
  Khuala Murtadha-Watts, Indiana U.

10:45 AM - 12:15 PM: Session 10.9: Roundtable New Mexico Ballroom-South
School Reform
Table 1: Teachers’ Perceptions of the Impact of Re: Learning New Mexico on School Change
  Mariela A. Rodriguez, New Mexico State U.
  Dominic Scott, New Mexico State U.
  Kenneth M. Servais, Learning New Mexico
  Rebecca Perez, El Paso ISD
Table 2: Examining School Organizational Capacity for Comprehensive School Reform
  Angela M. Eilers, U. of Illinois-Champaign
Table 3: Exploring Professional Community in an Elementary School
  Shirley M. Johnson, U. of Missouri-Columbia
  Sheldon T. Watson, U. of Missouri-Columbia
  Ellen K. Balkenbush, U. of Missouri-Columbia
  Jay Paredes Scribner, U. of Missouri-Columbia
Table 4: Exploring the Relationships Among Teacher Attitudes Toward Inservice, Depersonalization, Emotional Exhaustion, Job Satisfaction, Peer Support, and Personal Accomplishment
  Clay Gomez, U. of Colorado-CO Springs
  Cheryl Thomas, U. of Colorado-CO Springs
  Nadyne Guzmán, U. of Colorado-CO Springs
12:30 PM - 2:00 PM: SESSION 11.1: PAPER

PARLOR A

Preparing School Leaders
Discussant: Paul Goldman, U. of Oregon

- Preparing School Leaders for Disruptions: How Post-modern Thinking Informs Leadership Practices
  Madeline M. Hafner, Loyola U.-Chicago
- Developing the Problem-Framing Skills of Prospective Principals: A Follow-up Study
  Michael A. Copland, Stanford U.
- Crossing Over: The Roles and Rules of the Teacher-Administrator Relationship
  Karen F. Osterman, Hofstra U.
  Susan J. Fishbein, Hofstra U.

12:30 PM - 2:00 PM: SESSION 11.2: PAPER

PARLOR B

Professional Development for Principals
Discussant: Gerardo R. López, U. of Missouri-Columbia

- The Effectiveness of In-service Training Programs for School Principals in Turkey
  Halil Isik, Canakkale 18 Mart U.
  R. Cengiz Akçay, Canakkale 18 Mart U.
  Mustara A. Basar, Canakkale 18 Mart U.
- Professional Development for Principals: Lessons from a Three-year Collaborative Program
  William J. Kritek, U. of Wisconsin-Milwaukee
- Too Little, Too Much: The Enigma of Initiating Leadership Change
  Reene A. Alley, Youngstown State U.
  Wendy Webb, Youngstown City Schools
- Learning to Become an Instructional Leader: Is there a Role for Subject-Matter Specific Cases of Classroom-Based Teaching and Learning?
  Mary Kay Stein, U. of Pittsburgh

12:30 PM - 2:00 PM: SESSION 11.3: PAPER

PARLOR C

Diverse Student Populations: Implications for Policy
Discussant: Reitumetse Obakeng Mabokela, Michigan St. U.
Disparate Impact of School Exclusions on Students of Color: A Wrong Without a Remedy?
Charles Vergon, Youngstown State U.

Will Class-Based Desegregation Plans Improve Student Academic Achievement?
Scott McLeod, U. of Cincinnati

Leadership Imperatives for Communities of Difference
Carolyn M. Shields, U. of British Columbia

12:30 PM - 2:00 PM Session 11.4: Symposium
Parlor D
Taking an “Elevator Ride” through the Teaching Policy System: Connections between State, District, School, and Classroom
Session Organizer:
Michael S. Knapp, U. of Washington

Participants:
Michele C. Ferguson, U. of Washington
Anneke Markholt, U. of Washington
Chrysan J. Gallucci, U. of Washington
Margaret L. Plecki, U. of Washington
James L. Meadows, U. of Washington
Emily B. Lenssen-Hillery, U. of Washington
Carla Asher, Teachers College-Columbia

12:30 PM - 2:00 PM Session 11.5: Symposium
Parlor E
An Examination of School Finance in Texas: Where Do We Stand and Where Should We Go from Here?
Session Organizer:
Pedro Reyes, U. of Texas-Austin

Participants:
Celeste A. Van Horn, Charles A. Dana Center
Joy C. Phillips, U. of Texas-Austin
Amanda B. Brownson, Charles A. Dana Center

12:30 PM - 2:00 PM: Session 11.6: Symposium
Parlor F
Preparing Leaders in the New Millennium: Aligning Administrator Preparation Programs to ISLLC Standards
Session Organizer:
Donald G. Hackmann, Iowa State U.
Participants:
Hanne B. Mawhinney, U. of Maryland
Jan D. Walker, Iowa State U.
Lars G. Björk, U. of Kentucky
Jane Clark Lindle, U. of Kentucky
James S. Rinehart, U. of Kentucky
Eddy J. Van Meter, U. of Kentucky

12:30 PM - 2:00 PM SESSION 11.7: CONVERSATION
PARLOR G
School Reform for “Other People’s Children”
Session Organizer:
Gary L. Anderson, California State U.-L.A.
Chair: Clint Taylor, California State U.-L.A.
Discussant:
Robin Avelar-LaSalle, California State U.-L.A.
Participants:
Linda E. Skrla, Texas A&M U.
Kathryn Herr, California State U.-Los Angeles
Vita Saavedra, U. of New Mexico
Clint McDougall, Los Padillas Elementary
Christopher Dunbar, Jr., Michigan State U.
James W. Koschoreck, U. of Cincinnati

12:30 PM - 2:00 PM SESSION 11.8: PAPER
PARLOR H
Transformational Leadership
Discussant: Cynthia L. Uline, The Ohio State U.
• Transformational Leadership: The Impact of Organizational Health and School Improvement
  Richard L. Henderson, U. of the Incarnate Word
• Leadership that Matters: Elementary Principals’ Perceptions of Their Need for Transformational Leadership Development
  R. Gregg Tracy, U. of Cincinnati
• The Inner Voice: Exemplary Teacher Perceptions of the Principalship
  Cheryl B. Henig, U. of Virginia

12:30 PM - 2:00 PM SESSION 11.9: ROUNDTABLE
NEW MEXICO BALLROOM-SOUTH
Supporting Faculty and Graduate Student Research
Table 1: Investigating the Information Literacy of College Faculty
Anne Moore, New Mexico State U.-Alamogordo
Gary M. Ivory, New Mexico State U.-Las Cruces

Table 2: The Politics of Conducting Qualitative Research on Policy Elites
V. Darleen Opfer, Georgia State U.
Lance D. Fusarelli, Fordham U.

Table 3: Seeking Authentic Democracy through Social Justice: Supporting Black Women Graduate Students in Educational Administration
C. Cryss Brunner, U. of Wisconsin-Madison
Lisa Marie Caire, U. of Wisconsin-Madison

Table 4: Transforming the Traditional Doctoral Paradigm from Individualistic to Collaborative
Dan H. Cockrell, U. of Missouri-Columbia
Joe F. Donaldson, U. of Missouri-Columbia
Karen S. Cockrell, U. of Missouri-Columbia

Table 5: Developing the “Dreaded” Proposal for the Doctoral Dissertation: Comments from Students and Faculty
John R. Slate, U. of Texas-El Paso
Mary T. Apodaca-Tucker, U. of Texas-El Paso
Jesus Chavez, U. of Texas-El Paso
Margaret Manuel, U. of Texas-El Paso
Priscilla Terrazas, U. of Texas-El Paso
Irma Avila, U. of Texas-El Paso

Table 6: Formal Instruction in Scholarly Writing: Effects on Doctoral Students’ Academic and Workplace Practices
Rosemary S. Caffarella, U. of Northern Colorado
Bruce G. Barnett, U. of Northern Colorado
Michael J. Gimmestad, U. of Northern Colorado

2:15 PM - 3:45 PM: Session 12.1: Paper Parlor A

Equity and Excellence in School Change
Discussant: Grayson B. Noley, U. of Oklahoma
• Equity, Efficiency, Excellence, and Choice: Wishful thinking or Practical Realities in American Schools?
  James E. Lyons, U. of North Carolina-Charlotte
• Equity and Excellence through Standards-Based Reform: School Reconstitution in Baltimore
  H. Alix Gallagher, U. of Wisconsin-Madison
• Portraits of Schools that Have Experienced Significant School Change
  Lew Smith, Fordham U.
2:15 PM - 3:45 PM: Session 12.2: Paper

Parlor B
Professional Development: Pathways to School Success
Discussant: Sally J. Zepeda, U. of Georgia
- Leadership for Sustained Direction in Site-Based Professional Development
  Bradley S. Portin, U. of Washington
- Supporting Communities of Professional Development for Technology Implementation: The Role of the Principal
  Kim D. MacGregor, Louisiana State U.
  Marilyn H. Catchings, East Baton Rouge Parish Schools
- Professional Development for Teacher and School Renewal: Alternative Pathways, Common Characteristics
  Stephen P. Gordon, U. of South Florida

2:15 PM - 3:45 PM: Session 12.3: Paper

Parlor C
Higher Education Restructuring Issues
Discussant: Kevin Kinser, Louisiana State U.
- Reform and Restructuring of UCEA Universities
  Jody C. Isernhagen, U. of Nebraska-Lincoln
  Fredrick C. Wendel, U. of Nebraska-Lincoln
- Socialization of Academic Leaders: From the Dark Ages to a New Age of Development
  Walter H. Gmelch, Iowa State U.
  Jerlando Jackson, U. of Wisconsin-Madison
- Developing a Campus-wide Shared Vision: An Analysis of a TLE Initiative
  Dick Carpenter, U. of Colorado-CO Springs
  Patricia Orman, U. of Colorado-CO Springs
  Nadyne Guzmán, U. of Colorado-CO Springs
  Rodney Muth, U. of Colorado-Denver

2:15 PM - 3:45 PM: Session 12.4: Symposium

Parlor D
Leading the Work of Teacher Teams
Session Organizer: Gary M. Crow, U. of Utah
Participants:
  Janice R. Fauske, U. of Utah
2:15 PM - 3:45 PM: SESSION 12.5: SYMPOSIUM

PARLOR E

Administrative Portfolios: A Tool for Leading and Learning

Session Organizer:
Dan Hoffman, Ohio Principals’ Leadership Academy

Participants:
Joseph F. Murphy, Ohio Principals’ Leadership Academy
Robert J. Beebe, Ohio Principals’ Leadership Academy
J. Michael Thomas, Ohio Principals’ Leadership Academy
Clayton Burroughs, East Cleveland City Schools
Katie Maxfield, Olentangy Local Schools

2:15 PM - 3:45 PM: SESSION 12.6: SYMPOSIUM

PARLOR F

Are State Accountability Systems Increasing or Decreasing Equity?: Balancing Opposing Perspectives and Research Results

Session Organizer:
James J. Scheurich, U. of Texas-Austin

Participants:
Linda E. Skrla, Texas A&M U.
Joe Johnson, Charles A. Dana Center
Linda C. Tillman, U. of New Orleans

2:15 PM - 3:45 PM: SESSION 12.7: PAPER

PARLOR G

Technology and Principal Preparation

Discussant: Martha N. Ovando, U. of Texas-Austin

- Technology Leadership in the New Millennium: What Principals Should Know and Be Able To Do
  Joyce P. Logan, U. of Kentucky
  Eddy J. Van Meter, U. of Kentucky

- A Web-Based Virtual Educational Administration Course: Is It Viable?
Ernestine K. Enomoto, U. of Hawaii
- Responding to Technology Innovations: School Leadership Preparation for the New Millennium
  Patti L. Chance, U. of Nevada-Las Vegas
  Karlene Lee, U. of Nevada-Las Vegas

**2:15 PM - 3:45 PM: SESSION 12.8: CONVERSATION PARLOR H**

Distance Learning and the Academic Workplace
Session Organizer:
  Stephen L. Jacobson, SUNY-Buffalo

Participants:
  Austin D. Swanson, SUNY-Buffalo
  Donald R. Tetreault, U. of South Carolina

**2:15 PM - 3:45 PM: SESSION 12.9: ROUNDTABLE NEW MEXICO BALLROOM-SOUTH**

Success with Diverse Student Populations
Table 1: Quantitative Measurement of Student Performance: Constructing a Practitioner's Rubric for Transitioning Bilingual Students
  Charles T. Clark, U. of Texas-Austin
  Sandra E. Torres, U. of Texas-Austin
  Bill Black, U. of Texas-Austin

Table 2: School Resources and Student Achievement at Texas/Mexico Border Elementary Schools
  Arlene M. Sonnen, U. of Texas-El Paso

Table 3: Korean Adopted American Schoolgirls
  John D. Palmer, U. of Iowa

Table 4: School Support Programs: Implications for School Leadership and the Empowerment of Economically Disadvantaged Students
  Audrey L. Amrein, Arizona State U.

Table 5: Mexican Immigrant Perspectives: Implications for School Leadership and Democracy
  Evangelina H. Diaz, Arizona State U.
  Gloria J. Armendáriz, Arizona State U.

Table 6: What Makes an Effective Elementary School: Views from Teachers and Parents in Mexico
  Priscilla Terrazas, U. of Texas-El Paso
  John R. Slate, U. of Texas-El Paso
  Kenneth H. Brinson, Jnr., North Carolina State U.
Minorities in Higher Education: Troubling Trends and Promising Prospects

Marta Tienda is the Director of the Office of Population Research, Maurice P. During Professor in Demographic Studies, and Professor of Sociology and Public Affairs at Princeton University. She holds a Ph.D. in sociology from the University of Texas-Austin. Dr. Tienda moved to Princeton in 1997 from the University of Chicago, where she spent 10 years as a professor of sociology and three as department chair. She is co-author of the forthcoming monograph, The Color of Opportunity: Pathways to Family, Work, and Welfare (University of Chicago Press), and has published over 100 scholarly papers in academic journals and edited collections. Dr. Tienda’s research interests focus on race and gender inequality and various aspects of the sociology of economic life, including demographic and social change in developing countries, poverty, and welfare participation, labor market dynamics, and the economic and social consequences of immigration.
UCEA expresses special thanks to its host institution, the University of Missouri-Columbia, and to several key academic leaders including:

- Richard L. Wallace, Chancellor
- Richard L. Andrews, Dean
- Joe F. Donaldson, Department Chair, ELPA

UCEA also notes, with appreciation, the support of its four previous host institutions: Teacher’s College/Columbia University, The Ohio State University, Arizona State University, and The Pennsylvania State University.

Convention Banquet and Awards
New Mexico Ballroom
Admission by ticket only

6:00 PM: Cash Bar
6:30 PM: Dinner
7:30 PM: Awards
9:00 PM: Dance

- UCEA Program Center Awards
- Paula Silver Case Award
- Jack A. Culbertson Award for Outstanding Contributions by a Junior Professor
- Roald F. Campbell Award for Lifetime Achievement

Emcee:
María Luisa González, UCEA President 2000-01

Pre-Dinner Entertainment:
Ballet Folklorico
**Sunday, November 5**

**7:00 AM - 8:30 AM: Session 14.1: Paper**

**Parlor A**

The Educational Environment and Student Learning Links

Discussant: Dan H. Cockrell, U. of Missouri-Columbia

- *The Creation of a Responsive Instructional Edifice*
  Peggy R. Riggs, U. of Missouri-Columbia
  George J. Petersen, U. of Missouri-Columbia

- *Creating and Sustaining School Capacity in the 21st Century: Funding a Physical Environment Conducive to Student Learning*
  Faith E. Crampton, National Education Assoc.
  Janis M. Hagey, National Education Association
  David C. Thompson, Kansas State U.

**7:00 AM - 8:30 AM: Session 14.2: Paper**

**Parlor B**

Organizational Characteristics of Successful School Communities

Discussant: Stephen Denig, St. John’s U.

- *Principals’ Guiding Mental Models for Interacting with the School Community*
  Janice R. Fauske, U. of Utah
  Bob L. Johnson, Jr., U. of Utah

- *Mental Models: New Understandings in the New Millennium*
  Rebecca Raybould, U. of Utah

**7:00 AM - 8:30 AM: Session 14.3: Paper**

**Parlor C**

Economic Issues in Education: The Intersection of Policy and Practice

Discussant: Roberta L. Derlin, New Mexico State U.
An Intra-District Allocation Methodology: A Call for Change
Teresa S. Jordan, U. of Nevada-Las Vegas
Sue DeFrancisco, Clark County School District

Fighting for a Piece of the $250 Billion Pie: Public Education and the 1988 Tobacco Settlement
Gregg A. Garn, U. of Oklahoma
Casey D. Cobb, U. of New Hampshire

Implications of Empirical Evidence on Policy Formation: Examining the Economic Returns to Vocational vs. Academic Curriculum for Non-College Completing High School Graduates
Kanya Mahitivanichcha, U. of Texas-Austin
Jay D. Scribner, U. of Texas-Austin

7:00 AM - 8:30 AM: SESSION 14.4: PAPER
PARLOR D
Teacher Supervision and Evaluation
Discussant: M. Scott Norton, Arizona State U.

How Supervision Works in Schools: An Investigation of a Path Model
Howard H. Ebmeier, U. of Kansas

Needed – Leadership to Build learning Communities: Instructional Supervision as the Glue to Promote Growth
Sally J. Zepeda, U. of Georgia

The Ethical Framework of Teacher Evaluation: How do We Explain Deliberate Misuse
Judith A. Ponticell, U. of New Mexico
Sally J. Zepeda, U. of Georgia

7:00 AM - 8:30 AM: SESSION 14.5: SYMPOSIUM
PARLOR E
Re-examining the Border Spaces of Modernity, Critical Theory, and Postmodernity: Implications for Democratic School Leadership
Session Organizer: Frances K. Kochan, Auburn U.
Participants:
James S. Kaminsky, Auburn U.
William P. Foster, Indiana U.
Robert O. Slater, Texas A&M U.

7:00 AM - 8:30 AM: SESSION 14.6: PAPER
 PARLOR F
Collaborative School Leadership and Decision Making
Discussant:
Flora Ida Ortiz, U. of California-Riverside
• Collaborative School Leadership: Reporting on Texas Principals’ Styles of Leading
  Gordon S. Gates, Texas A&M U.-Commerce
  Dorothy Siskin, Texas A&M U.-Commerce
• Democracy and Working Conditions: Elementary Teachers Describe Perceptions About Their Jobs in the Context of School-Based Decision Making
  Samuel Rich, U. of Kentucky
  Susan J. Scollay, U. of Kentucky
  Jane Clark Lindle, U. of Kentucky
• The Influence of School–Based Financial Awards and Informal Rewards on Teacher Attraction to School Council Membership
  Rose Mary Newton, U. of Alabama
  Aaron W. Hughey, Western Kentucky U.

7:00 AM - 8:30 AM: SESSION 14.7: SYMPOSIUM
PARLOR G
Leadership, Accountability, and Social Justice: Creating District-wide Academic Success for Children of Color and Low SES Children
Session Organizer:
Linda E. Skrla, Texas A&M University
Participants:
James J. Scheurich, U. of Texas-Austin
Joseph Johnson, U. of Texas-Austin
James W. Koschoreck, U. of Cincinnati
Pamela A. Smith, U. of Texas-Austin
Dawn D. Hogan, Texas A&M U.

7:00 AM - 8:30 AM: SESSION 14.8: CONVERSATION
PARLOR H
Can the Behavior of Professors Influence Students’ Practices of Democratic School Leadership?
Session Organizer:
Margaret R. Basom, San Diego State U.
Participants:
Diane M. Yerkes, San Diego State U.
Bruce G. Barnett, U. of Northern Colorado
Cynthia J. Norris, U. of Tennessee

7:00 AM - 8:30 AM: Session 14.9: Roundtable

New Mexico Ballroom-South

Race, Ethnicity, and Democracy

Table 1: Racial Discourse amid Racial Minorities
  John D. Palmer, U. of Iowa
  Eddie Moore, Jr., U. of Iowa
  Lawese Aggrey, U. of Iowa
  Youngha Cho, U. of Iowa

Table 2: Democratic Leadership in Handling Intergroup Conflict between Teachers of Color and European American School Participants
  Reìtumetse Obakeng Mabokela, Michigan St. U.
  Jean A. Madsen, Texas A&M U.

Table 3: Teaching for Democracy: Sharing Materials, Sharing Ourselves
  Ulrich C. Reitzug, U. of N. Carolina-Greensboro
  Mary John O’Hair, U. of Oklahoma

Table 4: Issues of Race, Ethnic, and Gender Diversity in Preparing School Administrators: Classroom-Based Inquiry
  Carolyn S. Ridenour, U. of Dayton
  Patricia F. First, U. of Dayton
  Angela T. Lydon, U. of Dayton
  Michelle C. Partlow, U. of Dayton

8:45 AM - 10:00 AM: Session 15.1: Paper

Parlor A

Philosophical Considerations of Leadership
Discussant: Spencer J. Maxcy, Louisiana State U.
  • Postmodern Democratic Leadership Theory: Oxymoron or Ironic Possibility?
    Robert J. Starratt, Boston College
  • Democracy, Leadership, and the Technologies of Thought
    William P. Foster, Indiana U.
  • Leadership Education as Deweyan Knowledge Formation
    Donald LaMagdeleine, U. of St. Thomas-MN
    Bruce H. Kramer, U. of St. Thomas-MN
    Teri Lentsch, U. of St. Thomas-MN
8:45 AM - 10:00 AM: Session 15.2: Paper

Parlor B

Democracy and School Decision Making
Discussant: Linda E. Skrla, Texas A&M U.

- Creating Democracy through Continuous Improvement Planning: Toward a Theory of Action(s)
  Sharon D. Kruse, U. of Akron
  Michele Gaski, Summit County Ed. Serv. Center

- The Struggle for Democracy in a Small Town High School: Has School-Based Decision Making Enhanced School Climate?
  Alesa Walker, U. of Kentucky
  Jane Clark Lindle, U. of Kentucky
  Susan J. Scollay, U. of Kentucky

- The Case of the Otter Valley Troika: The Promise and Potential Limits of Democratic School Leadership
  Steven Jay Gross, Temple U.

8:45 AM - 10:00 AM: Session 15.3: Paper

Parlor C

Teacher and Principal Selection
Discussant: James J. Scheurich, U. of Texas-Austin

- Recruitment and Retention of the Generation X Teacher: Implications for Educational Administration
  Breda M. Bova, U. of New Mexico

- Principal Succession and Its Effects on Elementary School Climate
  Warren Noonan, Saskatoon Public Schools

- High School Principal Selection: Examining the Effects of Gender and Role Conception
  W. Bryan Bowles, U. of Utah
  Deborah K. King, U. of Utah
  Diana G. Pounder, U. of Utah
  Charles S. Hausman, U. of Utah

8:45 AM - 10:00 AM: Session 15.4: Symposium

Parlor D

Does Distributed Leadership and Management Work?: Sharing Responsibilities to Improve Productivity in Schools and Universities
Session Organizer:
  Richard A. King, U. of Northern Colorado
Participants:
Fergus O’Sullivan, Lincoln School of Management  
Bruce G. Barnett, U. of Northern Colorado  
Judith H. Berg, U. of Northern Colorado  
Gene E. Hall, U. of Nevada-Las Vegas  

**8:45 AM - 10:00 AM: SESSION 15.5: CONVERSATION PARLOR E**  
*Educating Second Language Learners: Are We Preparing Competent School Administrators?*

Session Organizer:  
Viviana Alexandrowicz, U. of San Diego  

**8:45 AM - 10:00 AM: SESSION 15.6: CONVERSATION PARLOR F**  
*Developing a Working Agenda for the UCEA Center for the Study of School-Site Leadership*

Session Organizer:  
Stephen L. Jacobson, SU NY-Buffalo  
Participant:  
Kenneth A. Leithwood, U. of Toronto-OISE  

**8:45 AM - 10:00 AM: SESSION 15.7: POINT-COUNTERPOINT PARLOR G**  
*The Preparation of Leaders for Schools: Leadership and Democracy for the New Millennium*

Co-Chairs:  
Flora Ida Ortiz, U. California-Riverside  
María Luisa González, New Mexico State U.  

Participants:  
Samantha Scribner, U. California-Riverside  
Mariela A. Rodríguez, New Mexico State U.  
Marie Orillion, U. California-Riverside  
Ed Arellano, New Mexico State U.  
Marilyn Martínez-Flores, U. California-Riverside  
Rachel Ortiz, New Mexico State U.  
Mark Salinas, U. California-Riverside  
Dolores Delgado, New Mexico State U.  
Elizabeth Gutierrez, U. California-Riverside  
Luis Cruz, U. California-Riverside  
Zulma Mendez, U. California-Riverside  

**8:45 AM - 10:00 AM: SESSION 15.8: GRADUATE STUDENTS PARLOR E**
Dent Symposium: Part II (Also See Session 5.8)
Parlor H
Conveners:
Gary M. Ivory, New Mexico State University
John B. Mondragón, University of New Mexico
Vita Saavedra, University of New Mexico
All graduate students welcome. No advance registration required. Topics are different for each of the two sessions.

8:45 AM - 10:00 AM: Session 15.9: Roundtable
New Mexico Ballroom-South
Charter Schools and Parent Involvement
Table 1: Parental Involvement in Instructional and Curricular Reform: A Case Study
   Robert A. Peña, Arizona State U.
Table 2: Giving Voice to Parents: Using a Parent Needs Assessment to Leverage School Reform
   Lauri D. Johnson, SUNY-Buffalo
Table 3: Urban School Leadership: Parents Respond to Charter and Community Schools
   Eugene T. W. Sanders, Bowling Green State U.
   Brenda H. Kallio, Bowling Green State U.
   Judy Jackson May, Bowling Green State U.
   Floyd Beachum, Bowling Green State U.
   Carlos McCray, Bowling Green State U.
Table 4: Dimensions of Leadership in Charter Schools
   James R. Machell, Central Missouri State U.
   Douglas D. Thomas, Central Missouri State U.
Table 5: Are Arizona Charter Schools Effective Systems of Education for Preparing Hispanic Students for Post Secondary Education?
   Ramona A. Lomeli, Illinois State U.
William F. Tate is the Scholar in Residence, Dallas ISD. He is also serving as the Co-Principal Investigator of the Urban Systemic Program, funded by the National Science foundation, which acts to improve mathematics and science teaching and learning in the Dallas Public Schools. He is leading DISD’s efforts to partner with business to achieve the goal of producing scientifically literate students prepared to contribute to the technological development of the Dallas metroplex. Dr. Tate is currently on leave from his position as a professor of mathematics education in the Department of Curriculum and Instruction at the University of Wisconsin-Madison. He has published numerous scholarly journal articles and book chapters focused on mathematics education and urban school reform and is co-author of an elementary mathematics textbook series. In 1998, he received an outstanding research award from the American Educational Research Association (AERA). This year he received the Early Career Award from AERA’s Committee on the Role and Status of Minorities in Education; he also currently serves as an editor of the American Educational Research Journal. Dr. Tate earned his Ph.D. from the University of Maryland.
UCEA EXECUTIVE COMMITTEE, 1999-2000
Mary Erina Driscoll, New York University, President
María Luisa González, New Mexico State U., President-Elect
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Gail Furman Brown........................................Washington State U.
Barbara L. Jackson........................................Fordham U.
L. Nan Restine...................................................Oklahoma State U.
Paula M. Short.............................................U. Missouri–Columbia
Robert O. Slater.............................................Texas A&M U.
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Michelle D. Young...........................................UCEA
Richard V. Hatley...........................................UCEA
George J. Petersen.........................................UCEA
James R. Crawford........................................UCEA
Richard L. Andrews.......................................U. Missouri-Columbia

THE JACK A. CULBERTSON AWARD, 2000

CONVENTION BANQUET  SATURDAY, NOVEMBER 4

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.

1983..........................Patrick B. Forsyth, Oklahoma State U.
1984...............................L. Dean Webb, Arizona State U.
1985............................Jeri Nowakowski, Northern Illinois U.
1986............................Joseph Murphy, U. Illinois
1988.........................Charol Shakeshaft, Hofstra U.
1989..........................Carol A. Veir, U. of Texas–Auston
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
1999............................Carolyn Kelley, U. Wisconsin-Madison
2000..............................TBA

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, Columbia, Missouri 65211.
The Roald F. Campbell Award, 2000

Convention Banquet Saturday, November 4

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.

1992  Daniel E. Griffiths, New York U.
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.
1998  Norman Boyan, U. California-Santa

The Campbell Award for lifetime achievement is made at the discretion of the UCEA Executive Committee. 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.

The Paula Silver Case Award, 2000

1999  James S. Rinehart, U. of Kentucky
      Thomas Welch, East Jassimine HS, KY
2000  TBA

The Paula Silver Case Award was instituted by UCEA in 1999 to memorialize the life and work of Paula Silver, a UCEA Associate Director and President-Elect, who made significant contributions to our program through excellence in scholarship, advocacy of women, and an inspired understanding of praxis. This award is given annually to the author(s) of the most outstanding case published during the last volume of the UCEA’s Journal of Cases in Educational Leadership.

UCEA Executive Directors

Daniel R. Davies, Kellogg Cooperative Project.........1954-1959
John A. Ramseyer..............................................1959-
Jack A. Culbertson............................................1959-1981
Charles L. Willis .............................................1981-1984
Daniel E. Griffiths..........................................1984-1985
Patrick B. Forsyth............................................1985-1999
Richard V. Hatley ............................................1999-2000
Michelle D. Young............................................2000 -

UCEA expresses appreciation to these outstanding educational leaders who have guided the consortium for nearly 50 years in efforts to improve administrator preparation and expand the educational leadership knowledge base. The UCEA Executive Committee and Plenum salute each as being a “leader of lead-
UCEA Presidents

Virgil Rogers ......................................................... Syracuse U. ................................. 1956-58
Walter Anderson.................................................. New York U. ................................. 1958-59
Truman Pierce..................................................... Auburn U. ................................. 1960-62
Van Miller ......................................................... U. of Illinois ................................. 1962-64
Kenneth E. McIntyre ............................................. U. of Texas-Austin ......................... 1966-68
Willard R. Lane .................................................. U. of Iowa ................................. 1968-70
J. Alan Thomas .................................................. U. of Chicago ................................. 1970-71
Samuel Goldman ................................................ Syracuse U. ................................. 1971-72
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Troy V. McKelvey ................................................ SUNY-Buffalo ......................... 1974-76
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Martha M. McCarthy ................................................ Indiana U. ................................. 1985-86
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*Elected President 1984, died before serving term
**Elected President 1986, died before serving term
Founded 45 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 60 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 leadership.

SUNY Albany
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University of Arkansas
Auburn University
Boston University
Brigham Young University
SUNY Buffalo
University of Cincinnati
University of Connecticut
University of Florida
Fordham University
Georgia State University
University of Georgia
Hofstra University
University of Houston
University of Illinois
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Indiana University
University of Iowa
Iowa State University
University of Kansas
Kansas State University
Kent State University
University of Kentucky
Louisiana State University
University of Maryland
Miami University
University of Michigan
University of Minnesota

University of Missouri
U. of Nebraska-Lincoln
U. of Nevada-Las Vegas
University of New Mexico
New Mexico State University
New York University
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U. of Northern Colorado
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Ohio State University
University of Oklahoma
Oklahoma State University
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205 Hill Hall
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(573) 884-8300
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