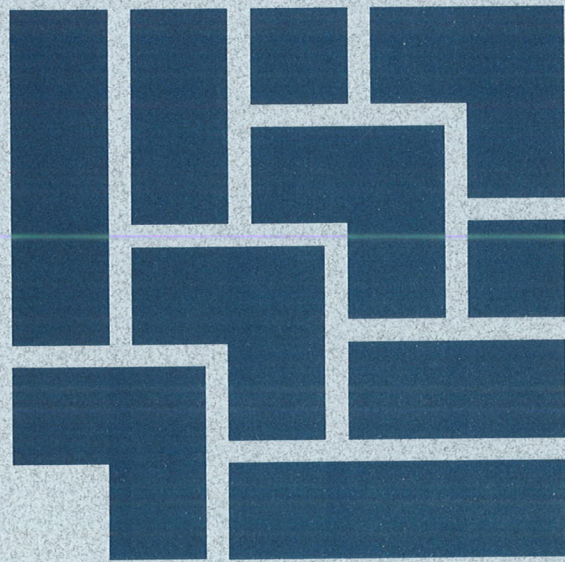


**Women in Educational  
Administration**

**Career  
Stages &  
Strategies**



The third annual conference on  
current issues relating to women  
in educational administration

Conference Leadership  
provided by the Department of  
Educational Administration  
Teachers College  
University of Nebraska-Lincoln

**October 22-23, 1989**



# Women in Educational Administration Career Stages & Strategies



## Conference Program

### Sunday, October 22, 1989

5:00 - 5:50 p.m. Registration

6:00 - 6:50 p.m.

**Welcome**-Dr. Marilyn Grady

**Introduction of Speaker**-Dr. Anne Campbell

**Opening Address**-"The Time Is Now"

Dr. Joan Raymond, Superintendent,  
Houston Independent School District, Texas

7:00 - 8:15 p.m. Concurrent Sessions

**Conflict/Confrontation/Confidence-**

Dr. Betty Dillon-Peterson

**Ethical Decision Making**-Kathy Shellogg

**Models of Collaboration**-Dr. Marilyn Moore and  
Dr. Phil Schoo

**Old Boys Network**-John Prasch

**Politics=Getting Ahead**-Vi Schroeder and  
Linda Mach

8:20 - 9:30 p.m. Wine and Cheese Reception

### Monday, October 23, 1989

8:00 - 8:50 a.m. Registration, Rolls, and Coffee

9:00 - 10:30 a.m.

**Presiding**-Dr. Marilyn Grady

**Welcome**-Dr. Martin A. Massengale,  
Chancellor, University of Nebraska-Lincoln

**Introduction of Speaker**-Dr. Ron Joekel,  
Chair, Department of Educational  
Administration, University of Nebraska-Lincoln

**Keynote Address**-"Stages of Thinking About  
Women in Educational Administration"

Dr. Patricia Schmuck, Program Director and  
Professor, Educational Leadership, Lewis and  
Clark College, Portland, Oregon

10:45 - noon Concurrent Sessions

**Ethical Decision Making**-Kathy Shellogg

**Issues in the Superintendency**-Pat McClure

**Language of Leaders**-Dr. Kris Baack

**Nonlinear Approach to Upward Mobility-**  
Dr. Wilma Crumley

**Risk Taking and Career Changes**-Polly Feis

**Sexual Harassment as a Form of Theft-**  
Sue Ellen Wall

**Single Parenting-Meeting the Challenge-**  
Marijane England

**Talk Less, Do More**-Dr. Marilyn Grady

Noon - 1:45 p.m. Lunch

**Introduction of Speaker**-Dr. Marilyn Grady

**Luncheon Address**-"Advancement Strategy for  
Professional and Personal Excellence"

Dr. Herma Williams, Assistant Provost,  
Ithaca College, Ithaca, New York

1:45 - 3:00 p.m. Concurrent Sessions

**Career Orientation Changes and  
Diversities Over Your Career Life Cycle-**

Dr. Deanna Eversoll

**Managing Career, Home, and Family-**

Dr. Birdie Holder

**Minorities in Educational Administration**

Clidie Cook

**Old Boys Network**-John Prasch

**Paths to Academic Administration-**

Dr. Betty Becker-Theye

**Stages of Thinking About Women in**

**Educational Administration - Discussion-**

Dr. Patricia Schmuck

**Strategies for Gaining Access to and**

**Succeeding in Educational Administration-**

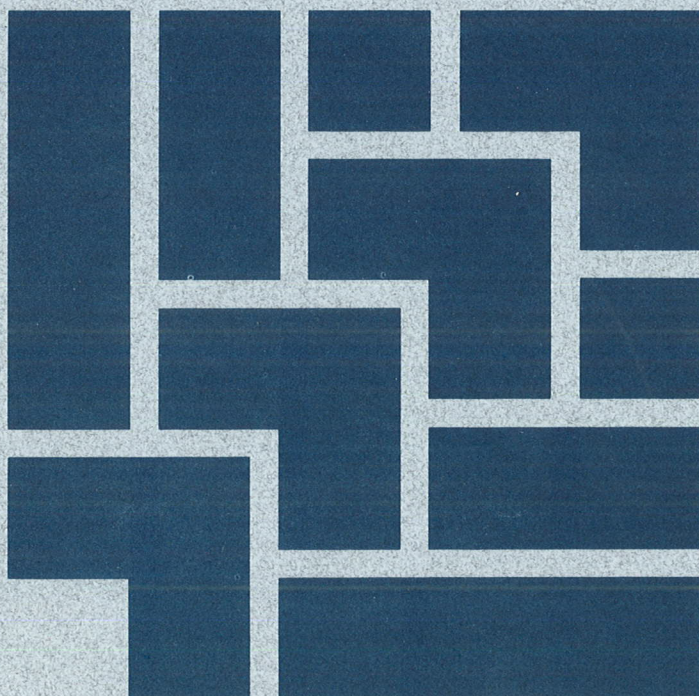
Margene Dahlstedt, Judy E. Porter, Carol Renner

3:00 - 4:30 p.m.

**Introduction of Speaker**-Dr. Marilyn Grady

**Closing Address**-Mollie Neville, Educational  
Administration Consultant

4:30 - 5:30 p.m. Reception





# Women in Educational Administration Career Stages & Strategies



## General Session Speakers

### Dr. Patricia Schmuck

Dr. Patricia Schmuck is Program Director and Professor of Educational Administration in the Graduate School of Professional Studies at Lewis and Clark College in Portland, Oregon. Dr. Schmuck founded Northwest Women in Educational Administration, a support and advocacy group for women administrators, in 1977. She also developed the Oregon Mentorship Program that pairs 20 protegeses with practicing administrators. She has just completed a study of democracy in education, a study of schools in small towns. This included a 10,000 mile tour including 25 school districts and interviews with over 300 educators.



Dr. Schmuck has written extensively about women administrators and sex equity. Her publications include *Women as Educators: Employees of Schools in Western World Countries* (1987), "Women in Educational Administration" in the *International Yearbook of Education* (1986), *Sex Equity in Educational Leadership: The Oregon Story* (1982), *Educational Policy and Management: Sex Differentials* with Charters and Carlson (1981), and *Sex Equity in Education* with Stockard, Kempner, and Williams (1980).

### Dr. Joan M. Raymond

Dr. Joan Raymond assumed the position of General Superintendent of the Houston Independent School District in September, 1986. She came to Houston ISD after having served as Superintendent of Schools in Yonkers, New York, for almost eight years. Prior to that, she was an Assistant Superintendent with the public schools in Chicago, her hometown.



Dr. Raymond has been named three times among the top 100 Executive Educators in North America by the National School Boards Association and was cited as an outstanding New York woman by Cornell University. She has received many other awards in recognition of her contribution and dedication to public education and is nationally recognized as a devoted supporter of urban education.

### Dr. Herma B. Williams

Dr. Herma Williams is Assistant Provost at Ithaca College in Ithaca, New York. Before coming to Ithaca College, Dr. Williams held positions as Administrator of Faculty Grants and Sponsored Programs at Bryn Mawr College, Chair and Professor of the Department of Human Ecology and Development Officer at Morgan State University, Market Research Consultant in Stamford, Connecticut, and Chair and Associate Professor in the Department of Consumer Education and Resource Management at Howard University.



Her distinguished career in higher education has earned her many awards, scholarships, and fellowships including her most recent honor, a Leadership America Scholarship from the Foundation for Women's Resources.

Dr. Williams' publications include *The Comprehensive College/University* (coeditor), *Empowerment Through Difference: Multicultural Awareness in Education* (editor), *The Ecology of Leadership: Vision for Change*, *Volunteerism: A Family Commitment of Community Involvement*, *Bonding: Father and Son*, and *Revitalization: Principles for Action*.

### Mollie Neville

Mollie Neville is the author of *Promoting Women*, a study of the career profiles of a group of women who have been successful in educational management in New Zealand. Seeking not to celebrate the women as individuals, Neville shows instead that although the women themselves are from diverse backgrounds, their careers reveal many characteristics in common.



Mollie is currently a private consultant in educational administration. Prior to her consulting career, she was Director of Kohia Teachers Centre in Auckland, New Zealand. Kohia Teachers Centre is the largest Teachers Centre in New Zealand, serving over 600 institutions in the Auckland region including kohanga reo, early childhood centres, kindergartens, and primary and secondary schools. Her teaching experience includes lecturing at the university and training college levels in Singapore and teaching in England, Singapore, and New Zealand. She was, until leaving New Zealand in 1988, on the National Council for the New Zealand Educational Administration Society and Vice President of the New Zealand Association of Teachers of English. She has also coauthored two other books, *Balancing the Books: Gender Issues in the English Classroom* and *Singapore: A Disciplined Society*.



# Women in Educational Administration

## Career Stages & Strategies

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### Concurrent Sessions

#### **Career Orientation Changes and Diversities Over Your Career Life Cycle**

Researchers have found that college graduates sort themselves into different career orientation groups that can change over their career life cycles. This session will help you determine your current career orientation and the implications for career decisions you make.

Dr. Deanna Eversoll is Director of Evening Programs and Lifelong Learning Services in the Division of Continuing Studies at the University of Nebraska-Lincoln.

#### **Conflict/Confrontation/Confidence**

Because of the way they have been socialized, women frequently feel uncomfortable in situations that put them in conflict with others or require them to confront others. This session will explore reasons why this occurs and help participants develop skills.

Dr. Betty Dillon-Peterson is Director of Curriculum and Staff Development for the Lincoln Public Schools.

#### **Ethical Decision Making**

Effective ethical decision making requires the development of a strong foundation to draw on when faced with a dilemma. The foundation is built by understanding and utilizing the theories and models of ethics. This session will describe an ethical decision-making model, discuss gender differences and the impact of our tolerance levels for organizational and personal conflict, and apply the model to actual ethical dilemmas.

Kathy Shellogg is the Activities Coordinator for the Campus Activities and Programs Office at the University of Nebraska-Lincoln.

#### **Issues in the Superintendency**

Few women have assumed the role of superintendent. This session will address issues women seeking superintendencies should consider and issues of concern for superintendents.

Pat McClure is Superintendent of the Starmont Community School District, Iowa.

#### **Language of Leaders**

Effective leadership demands solid communications skills. However, the majority of information available in this area does not address the actual language content of leaders' interactions. The purpose of this session is to provide participants with a model on the language content of leaders and strategies for ensuring effective communication.

Dr. Kris Baack is an instructor in the Department of Special Education and Communication Disorders at the University of Nebraska-Lincoln.

#### **Managing Career, Home, and Family**

Women often have not only dual careers for themselves but spouses who have careers. Adapting to the conflicts within multiple career families will be the focus of this session.

Dr. Birdie Holder is Professor and Chair of the Department of Vocational and Adult Education at the University of Nebraska-Lincoln.

#### **Minorities in Educational Administration**

This session will include a review of the status of minorities in school administration, identify barriers to advancement, and suggest strategies for advancement and success.

Clidie Cook is Assistant Principal, Benson High School, Omaha, Nebraska.

#### **Models of Collaboration**

How do men and women working as partners in educational administration reduce sex-related issues in order to create a professional work environment? How do we go about preparing institutions for women in top administrative positions? What strategies have successful female and male partners employed for collaboration in the workplace? What strategies should be in place for getting more women into top administrative positions in educational systems and institutions?

Dr. Phil Schoo is Superintendent of the Lincoln Public Schools. Dr. Marilyn Moore is Associate Superintendent for Curriculum and Instruction in the Lincoln Public Schools.

#### **Nonlinear Approach to Upward Mobility**

The suggestion is made that linear thinking has been dysfunctional for women as they seek upward mobility. Cues used in evaluation of women in management will be demonstrated.

Dr. Wilma Crumley is Associate Dean of the College of Journalism and Chair of the Hitchcock Center for Graduate Study and Professional Journalism Development at the University of Nebraska-Lincoln.





### **Old Boys Network**

This session will include a description of the purposes of a network, the benefits of membership, the norms guiding member behavior, and the creation of and access to a network.

John Prasch is a lecturer in the Department of Educational Administration at the University of Nebraska-Lincoln.

### **Paths to Academic Administration**

This session will explore some of the different routes through which one might be able to move from teaching and nonacademic administration to academic administration. Participants will learn what they need to do to make such a move possible.

Dr. Betty Becker-Theye is Dean of Fine Arts and Humanities at Kearney State College.

### **Politics=Getting Ahead**

In the administrative arena, everyone has a role to play. Knowing how to be effective in that role and how to get things done in spite of your assigned role are skills that anyone aspiring to be an administrator must learn. The presenters have worked in higher education administration for many years and have been successful in the politics of administration, despite very different approaches to the issues confronting them. They will share their thoughts on getting ahead based upon their own successful career paths and their observations of others who may or may not have been equally successful.

Vi Schroeder is Director of Publications Services and Control and Campus Postal Services at the University of Nebraska-Lincoln. Linda Mach is Director of Development at the National Arbor Day Foundation.

### **Risk Taking and Career Changes**

A panel of women will share personal stories of changing careers - the risks involved, prices paid, and lessons learned.

Polly Feis is the Nebraska Department of Education Commissioner's Liaison for Interagency Affairs.

### **Sexual Harassment as a Form of Theft**

Identifying sexual harassment, recognizing its occurrence, and knowing what to do about it are the primary purposes of this session.

Sue Ellen Wall is Executive Director of the Lincoln-Lancaster Commission on the Status of Women.

### **Single Parenting-Meeting the Challenge**

Single parents who are also educational administrators face unique problems and challenges. This session will be devoted to discussing creative solutions to the daily challenges of single parents who hold administrative positions or who are hoping to become educational administrators in the future.

Marijane England is the Academic Systems Coordinator for the Vice Chancellor for Academic Affairs at the University of Nebraska-Lincoln.

### **Stages of Thinking About Women in Educational Administration - Discussion**

This session will provide an opportunity for further discussion of the morning keynote address.

Dr. Patricia Schmuck is Program Director and Professor of Educational Administration at Lewis and Clark College, Portland, Oregon.

### **Strategies for Gaining Access to and Succeeding in Educational Administration**

Personal perspectives on strategies for gaining access to and succeeding in educational administration will be the focus for this session. The panelists will describe personal experiences, barriers encountered, what they might have done differently, and advice to newcomers to the profession. This session will be directed to individuals who are not currently administrators.

Margene Dahlstedt is Director of Personnel and Finance for the Kearney Public Schools; Judy E. Porter is Principal of Mission Junior High School, Bellevue; Carol Renner is Assistant Superintendent for Curriculum and Special Services for the Fairbury Public Schools.

### **Talk Less, Do More**

Individuals who are committed to professional careers as administrators demonstrate that commitment through the actions they take to achieve their goals. This session will emphasize the actions that indicate an individual is seriously seeking an administrative career.

Dr. Marilyn Grady is an assistant professor of Educational Administration at the University of Nebraska-Lincoln.