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**Sixth Annual Conference on
Women in Educational Administration**

**Blending Theory and Practice:
The Educational Administrator
in the 21st Century**

September 27 - 28, 1992

**Conference Leadership Provided by
the Department of Educational Administration**



Teachers College

University of Nebraska-Lincoln



Conference Program

SUNDAY, SEPTEMBER 27, 1992

5:30 - 6:20 p.m. **Registration**

6:30 - 8:30 p.m. **Evening Performance**

Welcome — Dr. Marilyn Grady
One Woman Show: Sister! Sister!

8:30 - 9:30 p.m. **Reception**

MONDAY, SEPTEMBER 28, 1992

7:30 - 8:20 a.m. **Registration**

8:30 - 9:30 a.m.

Presiding — Dr. Marilyn Grady

Welcome — Dr. Graham Spanier, Chancellor
University of Nebraska-Lincoln

Keynote Address — “Women, Leadership and Institutional Culture”
Dr. Donna Shavlik
Director: Office of Women in Higher Education,
American Council on Education, Washington, D.C.

9:40 - 10:55 a.m. **Concurrent Sessions**

A Study of Women’s Perceptions of Administrative Opportunities in the Advent of the 21st Century, Dr. Nancy G. Mims, West Georgia College

Curriculum Support From Public School Foundations: The Experience of Six Nebraska Districts, Dr. Barbara Y. LaCost, University of Nebraska-Lincoln

Women Administrators Can Meet the Challenge, Dr. Lois A. Hirst, Northern Michigan University

Women in the Educational Administration Professorship: Opportunities, Challenges and Rewards, Martha N. Ovando, University of Texas at Austin; Donna M. Schmitt, Eastern Michigan University; Sandra Tonnsen, University of South Carolina; and Sue Kenworthy, SUNY College at Brockport

Creating a Transformational Organization for Creative Change, Sandra M. Wilson, Gonzaga University

Women in Educational Administration — A Disappearing Construct, Dr. Linda J. Schmidt, Chicago State University

You’re Invited, But There’s No Free Lunch, Donna Hagen McCabe, Louisiana Tech University

Writing for Publication: Factors That Impact Women Administrators, Dana Miller, Miller & Associates; Vicki Bohling-Philippi, Doane College

Special Feature Workshop **9:40 - 10:55 a.m.**
Civil Rights Protection for Women and Minorities, Joyce Caruthers, Equity Specialist, McREL; Shirley McCune, Senior Director, McREL; and Audrey Peralez, McREL

11:05 a.m. - 12:20 p.m. **Concurrent Sessions**

An Administrator’s Challenge — Ethical Decision Making in a Diverse Environment, Deanna Eversoll, University of Nebraska-Lincoln

Views of the Superintendency: From Within and Without, Mary Woods Scheer, University of San Diego

Transformational School Principals, Paula Stone, Mankato State University

Dispute Resolution in Education, Linda Sue Warner, University of Kansas

Connected Knowing: Sharing a Seminar, Dr. Linda Lyman, Bradley University; Ruthie Hamer, Peoria Public Schools; Janet Lange, Bradley University; and Lisa Euteneuer, Peoria Public Schools

School-Based Management: Leaders Affecting Change, Dr. Linda Wesson and Mary Jane Bradley, Arkansas State University

Equal Employment Opportunity for Women: Affirmative Action, Reverse Discrimination, and Related Issues, Dr. Donald Uerling, University of Nebraska-Lincoln

Portraits of Leadership, Dr. Marilyn Grady, University of Nebraska-Lincoln

Special Feature Workshop **11:05 a.m. - 12:20 p.m.**
Financial Planning for Women: Retirement Issues, Ellen Thompsen, CPA

12:30 - 1:45 p.m. **Lunch**

Luncheon Discussants at Tables

Luncheon Keynote — Dr. Cile Chavez, Superintendent
Littleton Public Schools

1:55 - 3:10 p.m. **Concurrent Sessions**

Sharing Personal and Professional Stories, Dr. Ruth Randall, University of Nebraska-Lincoln

Women in Education Administration: Moving From the Paradigm of Power and Control to Empowerment and Equality, Dr. Francie Smith and Dr. Jan Ebersdorfer, University of South Dakota

Empowering Women in Leadership, Dr. Donna M. Schmitt, Eastern Michigan University

Leadership Diversity at Metropolitan Community College: A Successful Model, Dr. J. Richard Gilliland, President; Dr. Mary Wise; Dr. Barbara Coffey; and Ms. Phyllis Lindsey, Metropolitan Community College

Enhancing School-Community Relations Through Strategic Planning, Dr. Doris A. Henry, University of Nebraska at Omaha

An Early County Superintendent: Edith Simanek Greer, Dr. Jack Greer, Georgia State University-Atlanta

The Tacit Agreements Women Make: Experiences of Women Pursuing Doctoral Studies in Educational Administration, Yvonne Cano, University of Arizona

The Blending of Theory and Practice: A Reflective Dialogue of Foundational Issues Within our Supervisory Practice, Mary Katherine Hamilton, University of St. Thomas

Accountability and Administrative Effectiveness, Dr. Patricia A. O’Connell, Illinois State University

Special Feature **1:45 - 3:10 p.m.**
Resume Analysis — Dr. Janet Ehlers and Staff, Career Services at University of Nebraska-Lincoln

Special Feature Workshop **3:15 - 5:15 p.m.**
Group Process: 1) Nominal Group Technique and 2) Live Delphi Technique, Dr. Ward Sybouts and Dr. Larry Dlugosh, University of Nebraska-Lincoln



From New York

Vinie Burrows
in
Sister! Sister!
a salute to women of the world

Sunday, September 27
6:30 - 8:30 p.m.

Opening Keynote Speaker



Dr. Donna Shavlik

In her role as Director of the ACE Office of Women in Higher Education, Dr. Shavlik strives to provide a national voice for women in higher education, with a special focus on the advancement of women leaders.

Before joining ACE in 1973, Dr. Shavlik was associate dean of students at the University of Delaware and co-president of Associates for Consultation and Training. She has served on the student affairs staffs of the University of Kansas, Colorado Woman's College, and the University of Alabama.

Shavlik currently is the Vice Chair of the Board of Trustees of Gettysburg College. She is a founding member and former chair of the National Coalition for Women and Girls in Education, serves as Vice Chair of the Executive Board of the National Council for Research on Women, serves on the Advisory Council of the Women's Institute, and was national conference chairperson for the National Association of Women in Education. She has previously served on the executive boards of the Federation of Organizations for Professional Women, the United States Olympic Committee, the American Association of Higher Education, and the Association of Governing Boards of Universities and Colleges Committee on Strengthening the Leadership of Higher Education.

Luncheon Keynote Speaker



Dr. Cile Chavez

Named Woman of the Year by the Littleton Times newspaper in Colorado, Dr. Cile Chavez is currently the Superintendent of Littleton Public Schools.

She has also been deputy superintendent of Littleton Public Schools, director of the Colorado North Central Association, assistant dean of the College of Education at the University of Northern Colorado, and dean of students and chairperson of the social studies department at a Fort Collins junior high school.

Dr. Chavez' work in professional associations includes serving as president of the Colorado Association for Supervision and Curriculum Development (ASCD), president of the Collegial Association for the Development and Renewal of Educators (CADRE), and executive council member for the national ASCD. She feels particularly honored to be the 1993 program chair for the ASCD National Conference.

Her many other distinctions include being a recipient of the Phi Delta Kappa Leadership Award from both the Denver University and Colorado State University chapters.

Concurrent Sessions

Block 1 9:40 - 10:55 a.m.

A Study of Women's Perspectives of Administrative Opportunities in the Advent of the 21st Century

How do women in administrative training programs perceive their chances for advancement? Questions concerning why they enroll and their perceived differences among current and perspective administrators, rural and urban areas and ethnic cultures will be discussed.

Dr. Nancy G. Mims, West Georgia College

Curriculum Support From Public School Foundations: The Experience of Six Nebraska Districts

This session will highlight and classify curriculum efforts supported by K-12 public schools foundations in six Nebraska school districts. Discussion will emphasize the advantages and value to both primary and secondary benefactors. District representatives will share and provide discussion points.

Dr. Barbara Y. LaCost, University of Nebraska-Lincoln

Women Administrators Can Meet the Challenge

This presentation will report findings from a 1991-92 survey of Michigan school administrators. It will focus on those variables which make women best suited for meeting the educational challenges of teaching and learning in the 21st century.

Dr. Lois A. Hirst, Northern Michigan University

Women in the Educational Administration Professorship: Opportunities, Challenges and Rewards

The purpose of this panel is to afford participants with an opportunity to acquire information and to discuss issues related to possibilities, challenges, and rewards of the professorship in the field of educational administration. It will begin with an overview of women in this field. The higher education setting will be described, and it will also address aspects associated with preparation, requirements, responsibilities, career development, promotion, and other related topics.

Martha N. Ovando, University of Texas at Austin; Donna M. Schmitt, Eastern Michigan University; Sandra Tonnsen, University of South Carolina; and Sue Kenworthy, SUNY College at Brockport

Creating a Transformational Organization for Creative Change

The focus of this presentation will be on transformational organizations for creative change. The presentations will include: a discussion of the need for creative change within organizations, a description of a transformational organization and how such an organization can lead to creative change, and suggestions for leaders in creating a transformational organization.

Sandra M. Wilson, Gonzaga University

Women in Educational Administration — A Disappearing Construct

There continues to be a great disparity in female representation in school administration when compared to the number of women educators as well as the number of female students in the American population. While many professional fields are showing increasing numbers of women entering managerial and executive positions, the same cannot be said for education. This session investigates some reasons why there is an under-representation of women in educational administration.

Dr. Linda J. Schmidt, Chicago State University

You're Invited, But There's No Free Lunch

Two hundred fifty-four female school superintendents from across the United States perceive that breaking into existing organizational structures is the most constraining influence on their careers and the careers of other women administrators. Survey data and telephone interviews portray the excitement and challenges of the modern female superintendent.

Donna Hagen McCabe, Louisiana Tech University

Writing for Publication: Factors That Impact Women Administrators

This session discusses the importance of women writing for publication. Presenters share data from a survey research project focusing on 1) whether or not women college administrators are publishing scholarly research, and 2) factors that promote or deter writing for publication.

Dana Miller, Miller & Associates; Vicki Bohling-Philippi, Doane College

Special Feature Workshop 9:40 - 10:55 a.m.

This workshop will outline changes in civil rights protection for women and minorities and will provide a practical outline of the actions schools and districts must undertake. Joyce Caruthers, Equity Specialist, McREL; Shirley McCune, Senior Director, McREL; and Audrey Peralez, McREL

Block 2 11:05 a.m. - 12:20 p.m.

An Administrator's Challenge — Ethical Decision Making in a Diverse Environment

How do you organize your thoughts so you can take an ethical approach to problem solving when individuals differ on the desired outcomes to be achieved? Presentation will provide an overview to an approach that gives the user "cognitive" tools to handle "emotional" projects.

Deanna Eversoll, University of Nebraska-Lincoln

Views of the Superintendency: From Within and Without

Interviews with women administrators in district offices revealed their views of the superintendency and their reasons why many do not wish to become superintendents. Comparisons with the views of women superintendents reveal that there are differences in views of the superintendency from within and without. Part of the differences can be explained by the finding that women administrators who have not worked for a woman superintendent do not realize what the role might become when filled by a woman. These fascinating findings have important implications for women administrators and for women superintendents who act as mentors.

Mary Woods Scheer, University of San Diego

Transformational School Principals

Who are "transformational principals?" This Minnesota study discovered a group of principals who were rated by their teachers as "charismatic" and "intellectually stimulating" and "concerned about their development as individuals." Through audio clips of interviews and presentation of the study's findings, you will identify top-performing principals who make a difference.

Paula Stone, Mankato State University

Dispute Resolution in Education

This presentation will highlight some of the significant recent developments in education and the study of dispute resolution. The presentation will trace the connection between academic research, teaching, and the practice of dispute resolution in general. Dispute resolution techniques for dealing with racial or cultural conflict are important skills for administrators.

Linda Sue Warner, University of Kansas

Connected Knowing: Sharing a Seminar

The instructor and three participants will highlight the experiences and outcomes of an intensive seminar on "Women and Leadership" held in January, 1992. The presentation will feature a seminar overview, a career goal-setting activity, highlights from a paper analyzing course outcomes, and discussion of the impact of the seminar on leadership effectiveness.

Dr. Linda Lyman, Bradley University; Ruthie Hamer, Peoria Public Schools; Janet Lange, Bradley University; and Lisa Euteneuer, Peoria Public Schools

School-Based Management: Leaders Affecting Change

Site-based management has been identified as one of the key elements of effective schools. This presentation will focus on leaders acting as change agents in site-based managed Arkansas schools. Practitioners will present a symposium analyzing their leadership styles and roles in these schools.

Dr. Linda Wesson and Mary Jane Bradley, Arkansas State University

Equal Employment Opportunity for Women: Affirmative Action, Reverse Discrimination, and Related Issues

This presentation will address the major constitutional and statutory provisions and related case law that extend protections against unjustified gender-based discrimination in employment.

Dr. Donald Uerling, University of Nebraska-Lincoln

Portraits of Leadership

The purposes of this session are to highlight some of the accomplishments of women and to discuss the factors that account for their successes. Portraits of leaders and descriptions of their work will be presented. Using this foundation, the individuals' accomplishments will be analyzed using the contemporary literature concerning leadership characteristics.

Dr. Marilyn Grady, University of Nebraska-Lincoln

Special Feature Workshop 11:05 a.m. - 12:20 p.m.
Financial Planning for Women: Retirement Issues. This session will focus on three important aspects of retirement: 1) cost of retirement; 2) sources of retirement income; and 3) managing assets during retirement. Ellen Thompsen, CPA

Block 3 1:55 - 3:10 p.m.

Sharing Personal and Professional Stories

This session will provide participants with an opportunity to share their personal and professional stories after listening to the presenter tell about her life as a child, religious and spiritual influences, education, mentors, recognition, and moving through the profession chairs.

Dr. Ruth Randall, University of Nebraska-Lincoln

Women in Education Administration: Moving From the Paradigm of Power and Control to Empowerment and Equality

This presentation will discuss the characteristics of power and control in contrast to those of equity and empowerment. Miller's psychology of domination and subordination will be reviewed. French's perspective regarding the development of the patriarchal system will be outlined. The "power and control wheel" developed by the Domestic Abuse Intervention Project of Duluth, Minnesota, will be examined. Schaefer's description of the addictive organization will be used to illustrate the dysfunctional nature of the educational system. Past and present practices and policies in education will illustrate the thesis of the presentation: an educational system typically reflects the characteristics of the society in which it is embedded.

Dr. Francie Smith and Dr. Jan Ebersdorfer, University of South Dakota

Empowering Women in Leadership

Session includes: • discussion/overview of current status and organization trends impacting women in educational administration and of the need for empowerment; • exploration of skills necessary for more effective leadership by women; • experiential identification of assessment strategies for enhancing women's personal and professional capabilities in educational leadership roles.

Dr. Donna M. Schmitt, Eastern Michigan University

Leadership Diversity at Metropolitan Community College: A Successful Model

This workshop will address the approaches used by Metropolitan Community College to create and enhance a widely diverse faculty and student body.

Dr. J. Richard Gilliland, President; Dr. Mary Wise; Dr. Barbara Coffey; and Ms. Phyllis Lindsey, Metropolitan Community College

Enhancing School-Community Relations Through Strategic Planning

This session will address how the implementation of the strategic planning process can create a strong community and school partnership.

Dr. Doris A. Henry, University of Nebraska at Omaha

An Early County Superintendent: Edith Simanek Greer

This presentation is an oral history of one of a handful of women administrators of the early 20th century. In addition to an overview of her career, similarities and differences between the conditions of her era and the conditions women are facing today will be discussed.

Dr. Jack Greer, Georgia State University-Atlanta

The Tacit Agreements Women Make: Experiences of Women Pursuing Doctoral Studies in Educational Administration

What experiences do women — at varying stages of the doctoral program — report about personal encounters and their perceptions about the doctoral process? This study investigates whether women (Anglo and minority) proceed through an assimilation process which perpetuates the loss of cultural identity both as female and as a member of a minority group.

Yvonne Cano, University of Arizona

The Blending of Theory and Practice: A Reflective Dialogue of Foundational Issues Within our Supervisory Practice

To engage in the human activity of educational supervision with a sense of critical consciousness and intentionality we must be willing to wrestle with foundational issues that undergird our practice. This presentation will focus on a proposed reflective dialogue to assist with such an undertaking.

Mary Katherine Hamilton, University of St. Thomas

Accountability and Administrative Effectiveness

The focus of this session will be to identify a framework for examining administrative roles and identify the knowledge and necessary skills that support effective performance. Both district and site level examples will be referenced.

Dr. Patricia A. O'Connell, Illinois State University

Special Feature 1:45 - 3:10 p.m.
Resume Analysis. Professional career counselors will be available to visit with conference participants about resume content and construction on an individual basis. Those desiring this input should bring a draft of their resumes to this session. Dr. Janet Ehlers and Staff, Career Services at the University of Nebraska-Lincoln

Special Feature Workshop 3:15 - 5:00 p.m.
Group Process: 1) Nominal Group Technique and 2) Live Delphi Technique. How to work productively with groups to gain information about school programs and/or planning for the future is a necessary skill for school administrators. Many processes are available for collecting important and useful data. This workshop will focus on two successful techniques, the Nominal Group Technique and the Live Delphi. When combined with the available technology, educators can enhance their ability to realize maximum benefits from these two processes. Dr. Ward Sybouts and Dr. Larry Dlugosh, University of Nebraska-Lincoln