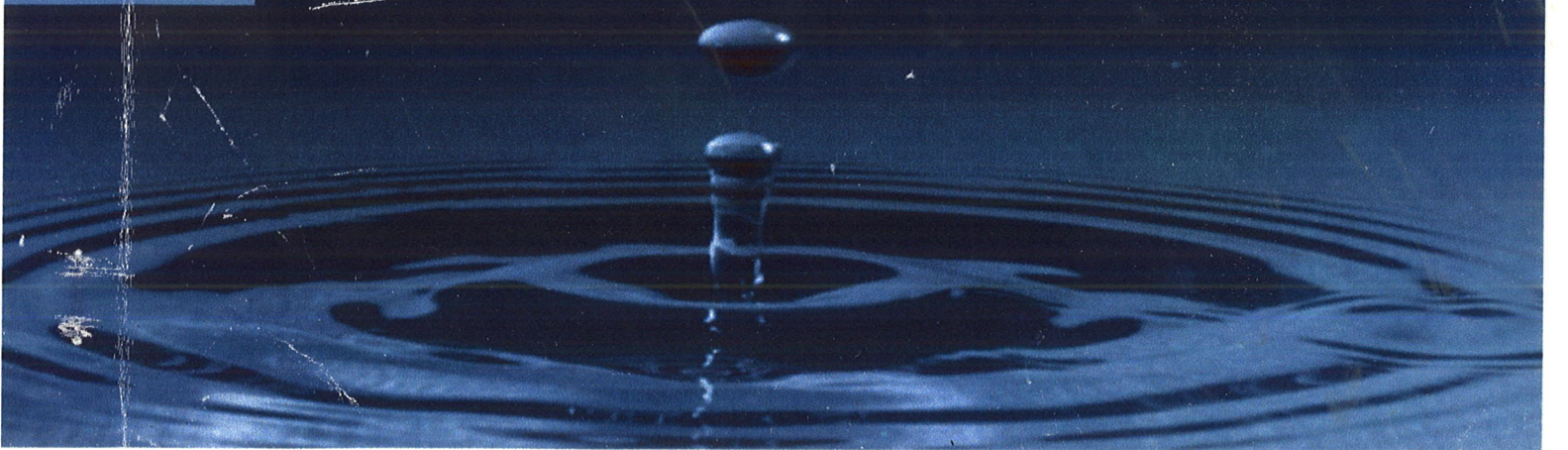


16th Annual

Women in
Educational
Leadership
Conference

September 29th & 30th, 2002



CONFERENCE SCHEDULE

Sunday, September 29, 2002

- 4:30 – 5:30 p.m. Registration
- 5:30 – 7:00 p.m. Welcome
Dr. Marilyn Grady
“Leadership Stories”
Dr. Marilyn Grady and Dr. Barbara LaCost
- 7:00 – 8:00 p.m. “Don’t Shoot Skinny Rabbits”
Deadra Stanton
- 8:00 – 9:00 p.m. Reception

Monday, September 30, 2002

- 7:30 – 8:10 a.m. Registration
- 8:10 – 8:30 a.m. Welcome
Dr. Marilyn Grady
- 8:30 – 9:30 a.m. “Women Leaders: Structuring Success”

Dr. Genevieve Brown, *Chair, Educational Leadership and Counseling.*
Sam Houston State University

Dr. Beverly Irby, *Coordinator of Research for the Center for Research and Doctoral Studies in Educational Leadership and Counseling*
Sam Houston State University
- 9:30 a.m. – 12:30 p.m. Concurrent Sessions I
- 12:30 – 1:30 p.m. Lunch
- 1:30 – 4:00 p.m. Concurrent Sessions II

Women in Education Leadership Conference
Monday September 30, 2002

Time	Regency F	Regency E	Regency D	Regency C	Chancellor I
9:30 – 10:00 a.m.	The Best Second Banana: Lessons Learned	Stories of Success-- Common Threads in the Lives of Female Administrators	Women Teacher Leaders Becoming Administrators: A Path Seldom Chosen	The Differences Among Black, Hispanic, and White Female Public School Administrators on the Strategies Utilized for Career Advancement	Leadership for Learning in High Poverty Schools
10:00 – 10:30 a.m.	Swenson Women as School Principals: There are no Issues—or are There?	Stine, Louque, Sullivan Voices of Women High School Principals	Adams, Hambright Landscapeing the Terrain of Meaning in Educational Administration	Byrd The Four Faces of Feminine Leadership: A Cross-Cultural Model	Lyman Spirituality, Leadership and Justice
10:30 – 11:00 a.m.	Rieg, Helderbran Administrative Stress: How is it Affecting Women?	Eckman Mentoring and Women in Educational Leadership: A Conversation about Theory and Practice	Ketelle, Kell Promotion and Tenure Issues	Hatcher, Raines Women and Healthcare: Taking the Lead in Midlife	Trippes Title IX – Boom or Bust?
11:00 – 11:30 a.m.	Mirms, McKenzie	Giron The Role of Professional Development in the Principalship	Grady The Changing Face of Higher Education Leadership: Why more Administrators are Wearing Lipstick	Giedosh Gender Differences in Leadership Style	Mather A Blueprint for Building Quality Relationships in the Workplace
		Haar	Jones, Credille, LaCost	Clisbee	Arnold, Frey

Time	Regency F	Regency E	Regency D	Regency C	Chancellor I
11:30 a.m. – 12:00 p.m.	Great Performances: Using Film to Analyze Leadership	If a Woman Leads, and it is not Recorded, is it Leadership?	Challenges at the Top: Teaming for Effectiveness	Single-Sex Schools and Classrooms: Is "Separate-but-Equal" Legally Permissible?	The Multi-Racial Student: The Myth of the Marginal Man
12:00 – 12:30 p.m.		Crippen, McCarthy Using a Near Peer Mentoring Program to Increase Middle School Girls' Interest in Science, Math, Engineering and Technology	Thomas, Barlow Leadership Among Female Directors within Recreation	Uerling, Hall Mentoring Women in Educational Leadership Positions: Has Anything Changed?	Chapman and Chapman-Huls Building the Bridge Between Special Education Services and the Foster Care System: Are the Courts Ready to Embrace Collaboration?
12:30 – 1:30 p.m.	Gould	Wasson	Oelling	Necco, D. Jackson	Palladino
LUNCH					
1:30 – 2:00 p.m.	Kansas Female County Superintendents, 1872-1912	How Principals can Retain New Teachers	Complicity, Care, Condescension, and Contradiction: Unraveling Administrative Discourse	Black Women Leaders: Social Justice Project Rooted in Community	The Nontraditional Path to Teacher Certification
	Triggs	McCreight	McKerrow	Gaetane	Adcock

Time	Regency F	Regency E	Regency D	Regency C	Chancellor I
2:00 – 2:30 p.m.	The Woman Community College President: Contemporary Research and Two Profiles	“The Strong Arm of the Law”: The Principal and the Paddle	Making a Visible Bridge into the Academy for Women Doctoral Students: Issues of Trust Viewed Through a Feminist Phase Theory Lens	The Influence of the Leader Persona on Organizational Identity	Women as Facilitators of Change in the Special Education Paradigm
2:30 – 3:00 p.m.	Rhodes Gender Differences in a Student Mentoring Program	Lee Not Enjoying your Job? Maybe you Need More Play Time!	Christman Beach Where Women Are/Should Be(?)	Curry A Fly in a Bowl of Milk	Madison and F. Jackson
3:00 – 3:30 p.m.	Isernhagen, Dappen The Relationship Between Career Patterns and Operational Frameworks of Female College and University Presidents	Brown, K. What is the Value of Leadership Conferences?	Coret Why are People with an Administrative Endorsement not Serving as Elementary Principals?	Johnson-Farr Writing an Ethical Leadership Platform	
3:30 – 4:00 p.m.	Magnuson Learnings from the Classroom: The Top Ten	Edler The CADRE Project: Mentoring Beginning Teachers	Laing What are you doing in Nebraska? A Study in Trusting the Process	S. Giedosh	
	Richey	McGlamery, Edick	Wicks		

Women Teacher Leaders Becoming Administrators: A Path Seldom Chosen

The administrator shortage is a reality. We instruct in an educational leadership program where our teacher leaders seldom choose the administrative route after graduation. Since most of these teachers are women and many have strong leadership skills we surveyed them about the path they chose. Our research results will be presented at this session.

Kathy Adams
W. Grant Hambright

The Nontraditional Path to Teacher Certification

Many teacher educators are concerned about teachers who are prepared through nontraditional teacher preparation programs. This concern has validity when considering emergency certification, which is granted through on the job training. However, there are other successful routes that fully prepare teachers for full certification.

Phyllis K. Adcock

A Blueprint for Building Quality Relationships in the Workplace

In the 21st Century, women are seeking quality and satisfaction in (a) the workplace setting, (b) work leadership, and (c) work relationships. This session will present a blueprint of the intersection of these areas with women in leadership utilizing the framework in Daniel Goleman's "Primal Leadership: Realizing the Power of Emotional Intelligence."

Harriet Arnold
Laura M. Frey

Not Enjoying Your Job? Maybe You Need More Play Time!

The results of a study of 347 elementary school teachers found a significant relationship among teachers' job satisfaction and their perceived amount of leisure. This session will provide suggestions for teachers, administrators and teacher educators to enhance job satisfaction through the promotion and education of the benefit of leisure activities.

Kathy A. Brown

The Differences Among Black, Hispanic, and White Female Public School Administrators on the Strategies Utilized for Career Advancement

This session centers on differences among Black, Hispanic, and White female public school administrators on the strategies they have utilized to overcome barriers to career advancement in public school administration. Their perceptions of the success of these strategies are also analyzed. The study results indicate significant differences that could be useful in formalizing mentoring networks among females of different races.

Marie Byrd

The Multi-Racial Student: The Myth of the Marginal Man

“The increase of interracial families and multiracial persons has blurred racial and ethnic group boundaries and challenges conventional thought about the meaning of race.” This interactive session will examine the theory of the Marginal Man embedded in multiracial identity development, explore challenges facing identity development of multiracial individuals, and discuss implications for educators.

Natasha Chapman
Minisa Chapman-Hulls

Making a Visible Bridge into the Academy for Women Doctoral Students: Issues of Trust Viewed through a Feminist Phase Theory Lens

While there seems to be a relative fit between women students and doctoral programs in education, there seems to be a need for a visible bridge, which provides the means for these students to join faculty ranks in the academy. This research study views the phenomenon using Feminist Phase Theory.

Dana Christman
Rebecca Beach

Gender Differences in Leadership Style

This session will review and summarize research on gender differences in leadership style. This paper was the end project of a semester long supervised independent study in preparation for a doctoral dissertation. Both a paper and extensive reference list will be provided.

Mary Clisbee

Where Women Are/Should Be (?)

April 16th this year was Equal Pay Day. It is the day when women’s pay catches up to equal what men earned in the year that ended December 31. Determining why this should be, as well as why women make up the bulk of names on poverty roles incites interesting research.

Norma Coret

If a Woman Leads, and it is not Recorded, is it Leadership?

The basic thesis of this presentation is that women have made major contributions particularly in education that have simply not been recorded into histories. The presentation also hypothesizes that a mixture of cultures in a frontier environment has been historically more responsive to women’s rights than more homogeneous settled cultures.

Carolyn Crippen
John McCarthy

The Influence of the Leader Persona on Organizational Identity

The discussion focuses on the leader persona and organizational identity. It offers a theoretical perspective based on conceptualizations of leadership and the leader persona taken from a study of college and university presidents and provosts. This was a study of women's leader personas (Curry, 2000). It suggests that there is a place for insights into self along with cognitive development associated with what Yekovich (1993) refers to as "domain related knowledge" (pp. 146-166). This is significant not only for the leaders but also for consideration of the construction of organizational identity.

Barbara Curry

Voices of Women High School Principals

The disproportionately low representation of women in public high school principalships is a problem that has persisted over time (Bell & Chase, 1993; Mertz & McNeely, 1990; Porat, 1985; Schneider, 1986). The purpose of this study is to provide a current view of the challenges women experience as high school principals in order to begin to address this continued under-representation of women in the role of high school principal. All of the female principals (N=237) in three Midwestern states participated in a survey designed to gather demographic data and to assess levels of role conflict, role commitment, and job satisfaction.

Ellen W. Eckman

What is the Value of Leadership Conferences?

This discussion will cover the value of women's conferences. Attendance can build self-realization and confidence and can provide experience for neophytes. Additionally, when more experienced professionals attend, conferences can provide role models, mentors, and networking opportunities. All of these are essential for the leadership journey.

Lisa Edler

Black Women Leaders: Social Justice Project Rooted in Community

Black women are not only subjected to racism and sexism; those who achieve privileged status are also the targets of classism. E. Franklin Frazier (1957) talking about the black bourgeoisie says "the frustration of the majority of the women . . . is probably due to the idle or ineffectual lives which they lead" (p. 222). These negative judgments are based on the *gaze*, i.e., who these women "look like" from the outside. Listening to the *voices* of Black women educators working for social change, we hear a different story. This paper celebrates the contributions of black women leaders engaging in social justice projects through their respective positions at Historically Black Colleges and Universities (HBCUs) in one southeastern state, United States.

Jean-Marie Gaetane

Women and Healthcare: Taking the Lead in Midlife

Perimenopause is a transitional stage of life for the midlife woman. However, understanding this stage and its implications within the context of a woman's life is not always clearly communicated by women to their doctors, nor adequately understood by physicians. This miscommunication leads to frustration for women who seek to understand what is happening to their bodies and the predictability that was once their lives. Women in leadership positions face these challenges from a unique perspective as their bodies now belie the predictability needed for consistency in their work. This presentation will explore a two-year study I conducted in South Dakota comparing perimenopausal symptoms from the perspectives of midlife women, (faculty and staff) family practice, and obstetric/gynecology physicians.

Deborah Giedosh

Writing an Ethical Leadership Platform

This presentation demonstrates a model that conceptualizes the preparation of an ethical leadership platform as recommended by The National Policy Board For Educational Administration. We present an outline for an ethical platform that includes personal values, decision making frameworks, historical perspectives and professional codes of ethics.

Steven G Giedosh
For Dorothy M. Suomala

Mentoring and Women in Educational Leadership: A Conversation about Theory and Practice

This presentation focuses on mentoring and women in educational leadership. I will provide a synthesis of literature, highlighting the barriers and characteristics to quality mentorships. I will show a videotaped conversation with women leaders discussing their personal experience and insights regarding mentoring. The need to collect and share women's stories is stressed.

Kara L. Giron

Great Performances: Using Film to analyze Leadership

What do Babe, Whoopi Goldberg and Denzel Washington have in common? How can leading actors assist in defining leadership roles and styles for administrators or teacher leaders? In this session, participants will critique film, apply leadership theory, and use multiple discussion strategies. Helpful handouts provided.

Harriet Gould

Promotion and Tenure Issues

This session will focus on issues and strategies related to promotion and tenure. The basis for the presentation will be research findings and relevant vignettes.

Marilyn L. Grady

The Role of Professional Development in the Principalship

The purpose of this presentation is to share research on (1) key responsibilities of the principalship, (2) the importance of professional development for the principal, and (3) the role of the principal in providing professional development for teachers. The presentation will also include results from a mixed-methods study concerning professional development and principals. Recommendations for establishing and maintaining professional development for principals and teachers will be shared.

Jean M. Haar

The Four Faces of Feminine Leadership: A Cross-Cultural Model

More than ever before, there is a need to explore new models of leadership which are not traditional, hierarchical and patriarchal. The four Faces of Feminine Leadership is a powerful alternative cross-cultural model based upon healer, warrior, visionary, and teacher archetypes. This session will describe the characteristics and tools of the model and will provide a self-assessment for participants to personalize and relate it to their own leadership potential and development.

Margaret Hatcher
Peggy Raines

Gender Differences in a Student Mentoring Program

There is rapid expansion of mentoring programs in schools. While programs have been found to be effective, little research has been done to examine gender differences. This study examines perceptions of student change by students, mentors, teachers and parents with males and females following participation in the TeamMates mentoring program.

Jody C. Isernhagen
Leon Dappen

A Fly in a Bowl of Milk

The session "A Fly in a Bowl of Milk" is based on the stories of seven African American female educators in racial isolation. The following five themes emerged: Lens of Perspicacity, Spiritual Grounding, Veiled Racial Identity, Traversing Reality, and Posture of Guardedness.

Marilyn Johnson-Farr

Landscaping the Terrain of Meaning in Educational Administration

In educational leadership there is a need to facilitate and cultivate a habit of reflection in administrators. Reflective behavior can cultivate an ethic of care in administrators, which has particular interest to women in leadership. In this session we will present a model that could be used to help develop a habit of reflection in administrative practice.

Diane Ketelle
Judith Kell

The Changing Face of Higher Education Leadership:
Why More Administrators are Wearing Lipstick.

This presentation will review the career journey of women in higher education leadership through the perspective of eight women leaders in institutions in Louisiana, Kansas, Oklahoma, Tennessee, New Jersey, Ohio, and Missouri. The results of interviews will be presented concerning the education; experiences and training that facilitated the move of these women into administration. The presenters will share the challenges, barriers, as well as opportunities to advancement experienced by the women interviewed.

Barbara Jones
Ronda Credille
Barbara LaCost

Why are People with an Administrative Endorsement
Not Serving as Elementary Principals?

Findings from a state-wide study in Iowa included the following: Who are "endorsed" individuals? Answers to questions: 1. What does the research say about the barriers people perceive? 2. What motivates people to attain the principal endorsement? 3. Who/what influences their perception of the principalship? 4. What gender differences were found as to why these endorsed individuals are not serving as principals? 5. Which barriers can we do something about and which we cannot?

Anne Laing

"The Strong Arm of the Law": The Principal and the Paddle

Washington Elementary School teachers referred to the principal's paddle as the "strong arm of the law." Drawing from data collected during a two-year ethnography, Sharon Shockley Lee examines one principal's use of corporal punishment to control student behavior. The principal and his school serve as lenses for viewing the continuing use of legitimated violence against children in American public schools.

Sharon Shockley Lee

Leadership for Learning in Higher Poverty Schools

This paper develops a portrait of an extraordinarily successful African American woman principal in action and examines her leadership practices. Authur Mae Perkins serves as a model of how to facilitate high quality teaching and learning for children in a high poverty elementary school.

Linda Lyman

Women as Facilitators of Change in the Special Education Paradigm

This presentation will focus on the influence of women in the field of Special Education. It will trace women's contributions to the advancement of the field and the increasing influence of women in all areas including politics.

Marion Madison
Faye Jackson

The Relationship between Career Patterns and Operational Frameworks of
Female College and University Presidents.

Presidential leadership is highly contextual and situational. Many presidents, despite years of working in higher education as leaders, are unsuccessful in leading institutions as evaluated by their constituents. The purpose of the study was to determine if there are correlational relationships between presidents' demographic background variables, their career paths and previous leadership positions, and their current leadership operational framework(s) from which they make decisions and lead their institutions.

Mark Magnuson

Title IX – Boom or Bust?

Title IX has been the catalyst for a myriad of positive changes in women's athletics. However, the number of women in leadership positions has declined. Why has this happened? Are female sport leaders being trained? Is the sport climate accepting of female leaders?

Marilyn J. Mather

How Principals Can Retain New Teachers

The session will outline the factors causing the teacher shortage and strategies principals are using to retain new teachers. A question and answer session will follow the presentation.

Carolyn McCreight

The CADRE Project: Mentoring Beginning Teachers

The session will be a presentation and panel discussion of teacher induction programs in general, and specifically highlighting the CADRE Project. The purpose of the session will be to share the results of research completed over five years showing the impact of induction on teacher learning, leadership, and retention.

Sheryl McGlamery
Nancy Edick

Complicity, Care, Condescension, and Contradiction: Unraveling Administrative Discourse

This paper looks at the constructs of complicity, compassion, and condescension in educational administration. It examines their contribution to current administrative discourse and their inherent contradictions. An emerging feminist model for administrative curriculum will be presented for discussion.

Kelly McKerrow

Administrative Stress: How is it Affecting Women?

As more women become Administrators both in education and business, the stress of combining decision making, family life, and personal time may create more health concerns. Research regarding women and stress is just beginning to focus on those in high level positions. Jacoby, (1998) reported that many women fail to heed internal stress signals and deteriorating health. Browden, (1998) encouraged women to look for ways to counter stress. This study consists of case studies on eight women currently in various levels of administration. They discuss their general health before and after taking these positions, how they handle stress. A survey given to each ranks what they consider to be most important in their lives regarding recreation, health, and work related issues.

Nancy G. Mims
Barbara K. McKenzie

Mentoring Women in Educational Leadership Positions: Has Anything Changed?

Much attention has been focused on the induction and mentoring of new teachers, both male and female. This presentation will focus on the induction and mentoring of women in positions of educational leadership. Results of a qualitative study of women leaders' induction experiences will be discussed.

Joanne Necco
Diane H. Jackson

Leadership among Female Directors Within Recreation

This study examined the role of recreation's top female leaders and the characteristics that allowed them to make their professional mark in the field of recreational sport.

Chris Oelling

Building the Bridge between Special Education Services and the Foster Care System: Are the Courts Ready to Embrace Collaboration?

This multiple-case qualitative study describes how 9 female special education teachers involve court personnel in making educational decisions for foster care youth. The findings suggest that teacher input is not valued or requested, and that teachers need training and support to collaborate with court personnel.

John M. Palladino

The Woman Community College President: Contemporary Research and Two Profiles

This presentation will profile two community college presidents, one who has recently taken a position at a large, four-year state university. Their experiences at times testify to the observations of researchers in the field and sometimes pleasantly contradict the more pessimistic findings.

Melinda Rhodes

Learnings from the Classroom: The Top Ten

The top ten things I have learned while I have been teaching and working with those who would teach will be presented. Six topical phrases representing six of the ten "learnings" are: shared vision, measure your words, importance of good support people, knowing your elders, failure, "the tide." These topics will be discussed in relation to my being in the classroom both as a student and as a teacher. A brief question, answer, and comment session will follow.

Linda H. Richey

Women as School Principals: There are no Issues –Or are There?

Much has been said and written about women assuming the position of the principalship. In an arena that is still a man's world, women who seek educational leadership positions often face barriers that contribute to a change in career course. In this presentation, Drs. Helterbran and Rieg address these barriers and ways to overcome them.

Sue Rieg
Valeri R. Helterbran

Stories of Success – Common Threads in the Lives of Female Administrators

This session is a panel discussion that describes "common threads" of success in the life of three female administrators. Framed through the work of Staratt and Castaneda, these narratives describe leadership in terms of caring, drama and "principles of power," clarifying why the application is particularly useful to explain success in women in many roles of school leadership.

Deborah Stine
Angela C. Louque
M. Alayne Sullivan

The Best Second Banana: Lessons Learned

Assistant superintendent, assistant principal, curriculum director, and similar are "second banana" positions. What qualities make an effective second leader? Are there benefits to being the second banana? How does a top site or district executive find or develop an effective and compatible assistant or deputy? Is the assistant post only a stop on the climb to principal or superintendent?

Penelope W. Swenson

Challenges at the Top: Teaming for Effectiveness

This session will present administrative teaming strategies that have been successful. Analysis of strategies will be shared. At least two administrative members should attend the session to be able to plan strategies to be implemented at their respective sites. Presentation and small group activities will be conducted.

Carol Chase Thomas
Cathy Barlow

Kansas Female County Superintendents, 1872-1912

In 1872, Mary Higbey was elected as the first Kansas female county superintendent. This historical fact affords unique research questions since her election came forty years before women could vote in county elections. This phenomenon provides an intriguing look into Kansas, its history and its female county superintendents.

Sherry Triggs

Spirituality, Leadership, and Justice

The paper presentation describes an innovative graduate seminar on spirituality, leadership, and justice designed to guide participants to develop an understanding of the relationship between the three constructs and apply this new understanding to their own leadership practices. The seminar required students to develop an understanding of spirituality, leadership, and justice and their relationship in modern society; develop a personal definition of spirituality, leadership, and justice; identify, analyze, and apply to their own experience spirituality, leadership, and justice in the lives of famous individuals; and create a personal plan to nurture individual spirituality that develops leadership characteristics and constantly seeks justice.

Jenny Tripses

Single-Sex Schools and Classrooms: Are they Legally Permissible?

Some educators believe that single-sex schools and classrooms offer special educational benefits, especially for girls. Others are of the view that "separate but equal" is inherently wrong, bad policy, and probably illegal. This presentation will explore the issue of whether single-sex educational settings are legally permissible.

Don Uerling
Gretchen Hall

Using a Near Peer Mentoring Program to Increase Middle School Girls' Interest in Science, Math, Engineering and Technology

This session will present research findings of a pilot study involving near peer mentoring of 7th and 8th grade young women by undergraduate female engineering students with the aim of improving their attitudes, skills, and knowledge towards careers in science, math, engineering and technology.

Diane H. Wasson

What are you doing in Nebraska? A Study in Trusting the Process

At a presentation Lincoln Public School art teachers delivered at the National Art Education Convention, a teacher from the audience asked, "What are you doing in Nebraska? You work so well together." Our team's response honored the leadership style of our district's Art Specialist, Nancy Childs. Come hear her story.

Lucy M. Wicks
