

WOMEN IN UCEA DEPARTMENTS OF EDUCATIONAL ADMINISTRATION

Initiated in 1977 by Judith M. Wolf, then Assistant Professor of Educational Administration, University of Minnesota, the present study sought to review the status of women as faculty members and graduate students in departments of educational administration for institutions belonging to the University Council for Educational Administration.

Responses to survey instruments were somewhat disappointing since fewer than half the UCEA Departments completed inventories. Departmental responses were received from 42 of the 85 UCEA member institutions, 35 women professors of educational administration, and 187 women graduate students in the field.

Selected findings which appear to have potential interest, chiefly because they serve as a preliminary 1977 base for further probing, indicated that:

1. Male faculty outnumbered women professors in 1977 by 12 to 1 with decreasing ratios by rank: 2.8, 13 and 56 to 1 for assistant, associate and full professors respectively.
2. Male graduate students outnumbered women students by 2.2 to 1 with no appreciable difference by level of degree objective.
3. Little progress was reported on special educational administration departmental efforts to recruit or provide special financial incentives for women.
4. Only one woman faculty member in seven had acquired institutional tenure, half employed on contracts. Salaries tended to be low, one-third being less than \$16,000 per year. Both findings stressed recency of appointments despite substantial prior educational experiences within schools and colleges.
5. Time allocations for educational administration by women faculty indicated 54 percent for instruction, 26 percent for

service and 20 percent for research. Though respondents were generally satisfied with current allocations, these staff members would prefer to decrease commitments to service activities and increase time for research.

6. Publication efforts reflected the importance attached to scholarly study with 75 percent of the women professors reporting published books, chapters in books, monographs or articles in refereed journals.
7. Typical women graduate students in educational administration carried master's degrees as their highest attained level of education, the majority being in professional education.
8. Educational Administration as a field of specialization was made late in careers of women. Persons most often named as influencing this choice in declining order were: mother, high school teacher, college professor, and a combination of other persons.
9. Job aspirations of women graduate students reflected their experiential background, but the academic professorship was a fairly popular role regardless of background.
10. Both women professors and women graduate students were largely Caucasian, 89 and 96 percent respectively. The slight increase in minority representation among Black students, those with Spanish surnames, Native Americans and Asian Americans was clearly insufficient to provide women candidates under affirmative action policies and/or goals for these racial groups.

ALUMNI UPDATE

The first alumni luncheon of the 1979-80 school year was held on Wednesday, October 17, 1979, at Paul's Place in St. Paul. After a presentation by R.J. Rehwaldt, Assistant Superintendent, Roseville School District, all alums present filled out a questionnaire about their recent accomplish-

ments. Here's the latest gossip!

As Superintendent of Schools in West St. Paul District #197, Russell D. Anderson has been a busy man. During the past year, he presented seminars on the following topics: (1) Management of Stress, (2) Time Management and Setting, and (3) Performance Appraisal of Administrators. All his work paid off, too. Russell was given two awards during the 1979 school year: "1979, Dakota County Outstanding Administrator Award," and "1979 State Fair Administration Day Recognition Award." Congratulations, Dr. Anderson!

Winifred Northcott, Associate Professor of Special Education at Mankato State University and President of the Alexander Graham Bell Association for the Deaf, spent the month of March in Japan as a visiting professor sponsored by the Japan Society for the Promotion of Science, assigned to the National Institute for Special Education. Dr. Northcott's lectures were on the subjects of family involvement in early childhood education for the hearing impaired, the administrative management of integrated students of school age with hearing loss, and current trends and issues in special education in the United States. She was also a discussant in seminars, a research conference and site visitation to schools for the deaf. Her visit included meeting with members of the Special Education Division of the Ministry of Education and members of Japan's Diet Committee on Welfare and Education of the Hearing Impaired.

Michael C. Hendrickson accepted an appointment the beginning of December, 1979, at the Andrus Center at the University of Southern California as an Associate Professor. His area of focus will be as the primary liaison with medical schools and other health care related agencies as well as being the lead person in developing graduate curriculum in health and gerontology. Because of his theological background, he will also be working to develop programs in the area of religion and aging.

Richard Henze has also been busy. He wrote the article, "Reducing Isolation in the Mainstream" which deals with integration of hearing and vision impaired students. Also, he was responsible for the making of the film "Know Me as a Person."

Patrick C. Dorin traveled to California,

Oregon and Washington to complete research for his latest publications. "Elementary Principals: How Do We Compare With Industrial Managers," was co-authored with Dr. Gary Alkire and was published in Education in the spring, 1979 edition. Soo Line Railroad, published by Superior Publishing Company, is his latest book which appeared on the market in the fall of 1979.

Speaking of traveling, Ann Danahy, who is an elementary school principal, toured the sites of Israel and Greece this summer.

Did you know what the following people were doing?

Will Antell is the Assistant Commissioner of Education. Donald J. Davis is in charge of the Work Experience Program at Marchall-University High School. Gretchen C. Halfaker is the Director of Personnel for the St. Louis Park Schools. Michael P. Joseph is a senior high principal on special assignment to Facilities and Plant Planning for the Minneapolis School District. C. Dean Urness is Superintendent of Schools in North Branch, Minnesota. Raymond T. Hoheisel is Superintendent of Schools for the Cambridge-Isanti #911 District. Floyd E. Keller is the Director of Planning and Evaluation of the Minnesota Department of Education. Gary L. Sheldon is Assistant Provost-Student Affairs at the University of Minnesota at Waseca. Carl L. Wahlstrom is the Superintendent of Schools for District #832-Mahtomedi. Richard L. Wainio is Principal of St. Louis Park High School.

If you have been out of contact with your fellow colleagues, don't you think it's time you attended an alumni luncheon? As Arthur Upson so appropriately mentioned, "Of our mixed life two quests are given control, food for the body, friendship for the soul." You can find both in much abundance at our next alumni luncheon. Hope to see you there.

Date: February 6, 1980

Place: Paul's Place

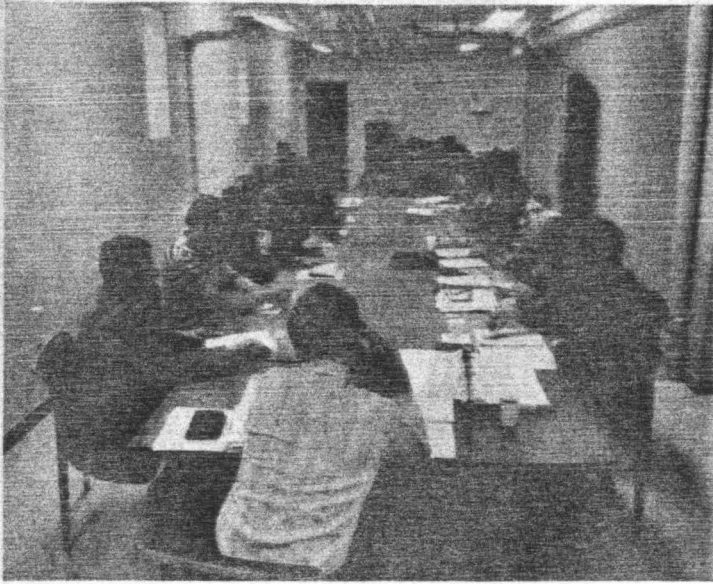
Snelling Avenue

Roseville, Minnesota

Time: 11:30-1:00 p.m.

Cost and Reservations--Call the EdAd Department at 373-5836

If your mailing address changes, please let the Department know.



FACULTY NEWS BRIEFS

Gary Alkire is engaged in developing school personnel studies and collective bargaining workshops. His advanced seminar in school facility planning is conducting a physical plant study for the Mountain Iron School District.

Vernon Hendrix, as Director of Research for the Center for Educational Policy Studies, has been actively involved in the Foundation Service Program Study with Joyce Kruppy and Charles Sederberg. In September, the three of them spent a week in the state of Washington examining a funding program similar to the one being investigated in the project. The project has and will entail a great deal of computer analysis and simulation, which Professor Hendrix is supervising. He also continues to serve as Director of Graduate Studies for the Educational Administration Department.

Robert Keller was the keynote speaker at the International Seminar on Higher Education at Daegu, Korea on October 10-14, 1979. The conference participants included leaders in higher education from non-Communist nations around the world. The conference theme was "Pursuit of Excellence in Higher Education." The conference, the second on an international level held in Korea, indicated the continuing vitality of Korean Higher Education Reform Project on which Dr. Keller had served as consultant to the Ministry of Education during 1971-73.

Tim Mazzoni's teaching and research in-

terests focus on education politics and policymaking. This is reflected in his courses, "Politics of Education," "School District Politics," and "Metropolitan School Governance." Several Ph.D. dissertations are being completed in this area by his advisees. Dr. Mazzoni's main research concern at the present time is to analyze interview data from key participants in state school policymaking in Minnesota. A report of his findings should be available in the spring of 1980.

Jon R. Morris recently gave a presentation for the summer meeting of the MCEA. His major interests of managerial behavior in school organizations and the impact of computers on school management are strongly reflected in his two studies. The first study, job(s) of the superintendency, should have implications for professors and practitioners of educational administration as superintendents' job profiles will be contrasted with the chief executive officers and managers in the private sector. Dr. Morris will continue to gather data during the 1979-80 school year while consolidating attitudes to characteristics with behavioral profiles. His second, and most recent study, will provide information on how such variables as size of a district, geographic location, values of top administrators, and general availability of computing support impact the management of school organizations.

Van Mueller continues as president of the Minnesota Parent-Teacher-Student Association (PTSA). He also serves as a member of the Board of Directors of the National PTA and Secretary of the National PTA Education Commission. In April, Dr. Mueller was appointed by Governor Quie to a four year term on the Education Commission of the States (ECS). Dr. Mueller also found time to publish an article with Dr. Mazzoni entitled, "School District Planning for Enrollment Decline: The Minnesota Approach," and was a keynote speaker for the Bush Executive Fellowship Program. His address was "Financing Schools in the 1980's."

Neal Nickerson has brought current experience into the department as he has just returned from serving as the assistant principal at Sunrise Park Junior High School in White Bear Lake. He has been the keynote speaker at several recent conferences: MASSP Junior High/Middle School Conference, MASSP

Assistant Principals' Conference, and the Suburban Junior High Assistant Principals Conference. His interest in secondary school administration, secondary school scheduling, and staff evaluation was the focus of his presentations.

Barbara B. Pillinger (Assistant Vice President for Student Affairs) continues to have an active interest in higher education administration. She was a commencement speaker representing the general college at the University of Minnesota event. She was also a keynote speaker at a recent meeting of the National Association of Women Deans, Administrators, and Counselors. "A Leap of Faith; or How to Beat the Middle Management Syndrome" in Margaret Berry's Women in Educational Administration: A Book of Readings is currently in press as is her work "Impact: A Summer Enrichment Program for Minority/Disadvantaged Undergraduates at the University of Minnesota" for Gail Thomas' Black Students in Higher Education in the 70's: Conditions and Experience.

Samuel H. Popper continues to serve on the State Department of Education School Administration Standards and Licensure Task Force. His more recent research and development activities have drawn him to exploration of school organization as a social system in community-based contexts and the range of its interactive relationships with other human service organizations. An article submitted to The Journal of Educational Administration urges the instrumental value of humanistic content in preparation programs for school administration.

Chuck Sederberg's interests and activities are divided between the Department and the Center for Educational Policy Studies. Teaching and other departmental activities involve school district budgeting and financial management. Principal activities in the Center include technical assistance to the Senate Education Committee on a foundation aid study project, coordination of an Evaluation Workshop for Minorities and Women sponsored by the State Department of Education under an NIE grant, and a cooperative survey of district cash investment procedures. Projects in the development stage include a comparative case study of special education aids and alternative delivery systems.

MUELLER'S MUSINGS

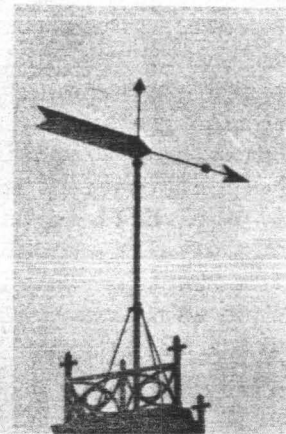
Since the second issue of The Link contains many items of interest to alumni, I'll spare you a lengthy report and limit my comments to four items:

(1) Alumni Luncheons. Many thanks to Rosemary Schneiderhan and Floyd Keller for the excellent coordination of this popular activity during the 1978-79 year and during the Fall of 1979. The coordination for 1980-81 will move from St. Paul to Minneapolis with Ann Danahy and Mike Joseph assuming responsibility.

(2) EdAd Admissions and "Student Power." Without any doubt, much of the strength of the EdAd Department is and has always been attributable to the quality of students we have attracted. For reasons we are not fully certain about, our admissions during 1978-79 fell off sharply--in quantity not quality. Since June, 1979, however, admissions particularly at the doctoral level have increased dramatically. Our best marketing efforts continue to be the efforts of our alumni. We appreciate your efforts in pointing capable students in our direction and hope each of you continues this effort.

(3) Faculty and Staff Stability. During the 1970's, the faculty and staff in EdAd has remained remarkably stable. Civil service changes have included the loss of Helen Warhol, Pat Williamson, Lola Fredrickson and LaVerne Wagner and the addition of Jan (Marker) Kipp and Sharon Olson. Faculty additions are represented by Tim Mazzone and Jon Morris. Faculty leaving included Judi Wolf and Tom Jackson. This pattern of stability will undoubtedly continue into the 1980's.

What
Direction
for
Educational
Administration
in the 1980s?



(4) Preparing Administrators for the 80's, 90's and Beyond. Coping with staff stability (noted in #3 above) is a challenge facing most administrators. The additional issues of public credibility, declining enrollments, shrinking resources, increased consumer (student and public) expectations and many more will characterize the 80's. How can administrators be best trained or re-trained to provide leadership for the future? The faculty and staff in EdAd invite your suggestions on the design and content of pre-service and inservice programs to address emerging administrative concerns. Drop us a line with your ideas!

AASA 1980 CONVENTION

The Department of Educational Administration will again co-host (with the Minnesota Association of School Administrators) a Minnesota Headquarters Suite during the AASA Annual Convention in Anaheim (February 14-19). The headquarters suite will be located at the Disneyland Hotel. If you plan on attending this meeting, please stop by for a cup of coffee and a visit. The suite hours will be posted in convention locations.

A Minnesota Reception will be held from 5:00 p.m. to 7:00 p.m. on February 16 at the Inn at the Park Hotel. The cost of this activity is \$9.00

RESEARCH UPDATE

In order to keep our alumni up-to-date on current research, the following is a list of the August, 1978 to December, 1979 doctoral graduates and their dissertation titles. The graduate's chairman is in parentheses following the dissertation title.

Ph.D.'s

Richard Ashe. A comparative analysis of the academic performance of Black and White junior high school students attending desegregated schools outside of their normal attendance area in the St. Paul school district (Hooker).

Shirley Asklund. An analysis of perceptions held by graduating physical therapist students and their instructors regarding the competencies of the physical therapist prac-

itioner (Hendrix/Morgan).

Yvonne Beseler. The relationship of community involvement in schools and parent involvement in individualized education program planning (Hooker).

Susan Broberg. Management potential in career mobility: A comparison between licensed practical nurse mobilists and generic students in two associate degree nursing programs (Ammentorp/Morgan).

Louellen Essex. The development and evaluation of an inservice workshop training program in conflict management for school administrators (Weatherman).

Leslie Gerstman. Withdrawal of Blacks and Whites from public to nonpublic elementary schools in Minneapolis (Hendrix/Morris).

David Godderz. Development of a two-year community college data processing curriculum for the Minneapolis/St. Paul marketplace (Hendrix).

Norena Hale. A special education personnel projection model (Weatherman).

Kenneth Hasledalen. An evaluation of alternative indirect cost allocation methods in Minnesota area vocational technical institutes (Keller).

J. Jean Heers. An exploratory analysis of school adaptability and principled moral development (Nickerson).

Adele Hellweg. A comparison of the role of the elementary school principal in declining and nondeclining enrollment school districts (Lambert).

Mary Ann Holtz. A comparison of the personality characteristics and background factors among women administrators in education, business and government (Nickerson).

Dean Honetschlager. An analysis of the relationship between school district enrollment size and measures of program adequacy in Minnesota school districts (Hendrix).

Mary Hubbard. An investigation of socioeconomic and maternal characteristics and their relationship to school performance of the child (Weatherman).

Joseph Imberman. The community foundation: Its historical background, the creation of the North Dakota Community Foundation, and a developmental framework for beginning a new community foundation (Nickerson).

Gary Korpela. Goal consensus and effectiveness in school organization (Popper).

Richard Krueger. The development of a dynamic simulation model used as a tool in policy analysis in the expanded food and nutrition education program (Ammentorp).

Alexander Lewis. The impact of population change on the cost of primary school education in the Gambia (Hendrix/Morris).

Michael Lovett. Determinants of collective bargaining outcomes for Minnesota public elementary and secondary teachers (Mazzoni/Mueller).

Dwight Maxa. A dynamic design model for policy analysis of a hearing screening service continuum (Ammentorp/Weatherman).

John Mercer. The constitutional guarantees of due process and equal protection for gifted public school students (Ammentorp).

Mary Phillips. Higher education in public service: A case study of the University of Minnesota as an information resource to the state in legislative decision-making (Alkire/Mueller).

Sandra Schley. An assessment of educational markets among female employees in Normandale Community College service area firms (Morgan/Nickerson).

Rita Sparks. Problem solving ability of graduates from associate and baccalaureate degree nursing programs (Keller/Harris).

Harold Tapper. Definition of the minimum array of essential community services to meet the needs of all mentally retarded persons (Weatherman).

Velma Terrell. The relationship of occupational preferences of Black and White junior and senior high school students with selected variables (Mueller).

Billy Thomas. Role definition for early

childhood education administrators (Weatherman).

Everett Walton. The computer simulation of resource allocations in public school districts (Ammentorp).

Paul Wilke. An analysis of factors influencing student attitudes in two suburban junior high schools with contrasting organization for instruction (Nickerson).

Ed.D's

Theodore Billy. The political involvement of Minnesota superintendents in the State level educational policy system (Nickerson).

Don Borgeson. A comparative study of work-related activities of elementary school classroom teachers in selected Minneapolis public schools (Alkire).

Karl Brungardt. A procedural model for the improvement of instruction through the evaluation/supervision of teachers (Nickerson).

Marne Law. A comparison of responsive and non-responsive models of evaluating art programs in elementary schools (Nickerson).

Vonna Malinen. Secondary special education teachers' perceptions of their responsibility for the instruction of prevocational skills and attitudes to handicapped secondary students in Minnesota (Morgan/Weatherman).

Matsolonia Pullens. Characteristics of suburban families who elect to send their children to predominantly Black urban inner-city schools (Mueller).

LeRoy Rorie. Evaluating a minority education program, A needs assessment approach (Mazzoni).

Rosemary Sommerville. Relations among selected educational factors, organizational climate and student achievement (Nickerson).

Catherine Stehly. An analysis of the understanding and utilization of an educational accountability model by the Michigan State Department of Education (Nickerson).

Patricia Tidgewell. The development of a procedure for the Minnesota State Department of Education to assess compliance efforts of local school districts and a field test to determine validity and reliability of the procedure developed (Alkire).

Leon Tuominen. The development and validation of the principal role inventory of normative expectations (Alkire).

Charles Zielin. A practical model of instructional supervision and instructional evaluation for secondary school principals (Nickerson).

AFFIRMATIVE ACTION RECRUITMENT PROGRAM

The Affirmative Action Committee for 1979-80 has been busy planning a recruitment program for prospective new students of educational administration. Thanks to alumni, many promising future students have been identified and contacted about the information program. According to Ms. Stacie Lynn Rissmann, the Affirmative Action Coordinator, the event will take place Wednesday, January 30, 1980, at 7:30 p.m. in Room 22 of McNeal Hall on the St. Paul Campus. The speakers' format will be:

- Ms. Sharon Olson--"Department Requirements"
- Ms. Mary Jo Czaplewski--"EASO Activities"
- Dr. Ron Lambert--"Elementary Emphasis in Educational Administration"
- Dr. Neal Nickerson--"Secondary Emphasis in Educational Administration"
- Ms. Suzanne Hendricks--"Higher Education Emphasis in Educational Administration"
- Ms. Katrina Green--"A Look at Educational Administration from a Minority's Point of View"

An evening of information sharing will be done by new recruits with many of the Educational Administration faculty. Dr. Cliff Hooker's recent statistics on the "Supply and Demand of Women and Minority Administrators in the State of Minnesota" will be of interest to all in attendance. It promises to be an eventful evening.

GRADUATE INTERN NAMED

Bethaviva Cohen, Ph.D. candidate in Educational Administration at the University of Minnesota has received a graduate internship to work for nine months on the Budgeting Project at NCHEMS.

Ms. Cohen will do research to identify factors that affect tuition revenues and will assist project staff in developing a tuition-revenue projection model. She also will utilize her research at NCHEMS in the preparation of her dissertation.

She is a Phi Kappa Phi graduate (B.S. in mathematics) of the University of Illinois. At the University of Minnesota, she has earned an M.S. in mathematics and has received an award for excellence in teaching.

EASO NEWS BRIEFS

The Educational Administration Student Organization commenced their 1979-80 activities on September 19, 1979. Newly elected officers are: Mary Jo Czaplewski, President; Chuck Kerl, Secretary; Bud Dorholt, Treasurer; and Gayden Carruth, Publicity Chairperson. Other voting members include: Suzanne Hendricks, Janet Johnson, Jack Loss, Jeffrey Raison, and Lynn Scarcy.

The 1979-80 theme for the organization is "Integrating Student Information Systems." Project objectives are the reorganization of the EdAd Department library; the compilation of an Educational Administration course bulletin; and continued communication with all Educational Administration students through the department newsletter.

The EASO office has been moved to Room 221 in the department. (That is the Graduate Student Office.) All EdAd students are welcome to use the room and to submit suggestions for the organization in the provided suggestion box placed in the library.

The remaining schedule of EASO Quarterly Social/Academic meetings is as follows:

February 7, 7:30 p.m. at Professor Hooker's residence; Speaker: Mr.

Gene Mammenga, MEA Lobbyist. Topic: "The Role of the Lobbyist-MEA/MSBA/MASA Relations."

May 8, 1980, 7:30 p.m.—place and agenda to be announced.

The Educational Administration Department residency requirement has been eliminated to comply with the residency requirements of the Graduate School. As of October 23, 1979, the requirement constitutes registration for nine consecutive quarters. Graduate students wishing to transfer work from other institutions may use up to 9 quarter credits to apply for one quarter's work. (For example: 45 credits is equivalent to 5 quarters.) A minimum of 45 quarter hours is required to be taken from the University of Minnesota. Five weeks of summer session registration is equal to one quarter. For further clarification, contact the EdAd Office (373-5568).

The EASO successfully launched its first quarterly social/academic meeting on November 13, 1979, with a presentation by distinguished guest speaker, Lieutenant Governor Lou Wangberg. Wangberg traced the intellectual, political, social and economic heritage upon which this country and its educational system were built. He elaborated on the leadership role of government in the attainment of U.S. educational goals and the ultimate importance and need for commitment at all levels of government and society to the educational quality of its citizens. He cited examples from

the State of Minnesota such as the commitment to the K-3 program, and the record increase in the State budget to education. Of concern to Lt. Gov. Wangberg was the 13 percent decrease in the amount of personal tax commitment to education over the 10 year period from 1968-78. He urged the cooperation and commitment of educational administrators in focusing their leadership on strengthening educational quality and equality of access, referring to the unique U.S. commitment to education as a right rather than a privilege. He believes the role of the educational administrator is increasingly more difficult and calls for outstanding and well-trained persons to deal with the increasing educational complexities of American society.

the link

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SPOTLIGHT ON POSTSECONDARY EDUCATION

In the realm of postsecondary education, major developments have evolved here at the University of Minnesota through the efforts of Professor Don Morgan. During this past year, a Comparative Postsecondary Study Practicum was organized and offered in the EdAd Department (EdAd 5-120 and 5-128). Highlights of this practicum were: (1) visits to and lectures at four postsecondary institutions in Great Britain; (2) the development of PIN (Postsecondary International Network); and (3) an exchange program with the FESC (Further Education Staff College).

All of the participating British schools had developed contacts with the University of Minnesota-Crookston Campus through the energies and support of Stan Sahlstrom, Provost at Crookston.

The Comparative Study Practicum was fortunate to enroll a number of postsecondary administrators from Canada. During the seminars, it was found that the Canadians had British connections as did people in the U.S., but that there were few contacts between Canada and the U.S. Out of this realization came the Postsecondary International Network (PIN) when the aid of the University of Alberta's postsecondary administrator training program was enlisted.

The last dimension added to the University of Minnesota's offerings is that of the FESC at Blagdon, England, and development of an exchange program. Professor Morgan will be in residence at Coombe Lodge during a major part of Fall Quarter 1980 while David Parkes, a senior lecturer at FESC and editor of the primary educational administration journal for all of Britain and the European Economic Community, conducts a seminar/workshop at the University of Minnesota. Through this exchange, Dr. Morgan hopes that an awareness

will be developed which will allow the blending of the FESC modules with the University of Minnesota seminars.

What are the future plans for postsecondary education? Possibilities for a project with Berkshire College's satellite operations in St. Lucia and Trinidad for agricultural technician skill training are still in the development phase.

FACULTY NEWS BRIEFS

There definitely has been NO MONKEY BUSINESS around the EdAd Department! In fact, this reporter found it difficult to catch up to the hard-working professors to write an update on their work/research! Several professors got away when the last issue of THE LINK was printed; however, once only a sprinter, now a long-distance runner...this reporter caught up to those professors, and here's the latest:



During the past year, Dr. Ammentorp has been working on microcomputer applications in human service organizations. A

training manual, MIS for Human Service Administrators, was written by the professor, which since has been published by the Department of Public Health. This material is also used as a base for a course in the Educational Administration Department, EdAd 5-127, directed at school uses of the microcomputer.

Dr. Ammentorp has also completed another R & D project concerning financial management in higher education in cooperation with St. Mary's College and the Otto Bremer Foundation. This project has resulted in fiscal management training materials for administrators and trustees, which will be tested in a workshop in Winona, Minnesota this coming summer.

Clifford P. Hooker is the author of "Unresolved Legal Issues in School Desegregation Litigation," the concluding section in the 1980 NOLPE School Law Journal. Professor Hooker comments, "There is something strange about a discussion of unresolved legal issues in school desegregation one-quarter of a century after Brown." Dr. Hooker concludes that this condition exists because the goal of school desegregation is ill-defined. "The problem cannot be eradicated by any amount of good will or judicial determination. First, there must be some agreement on a definition of the problem."

Professor Hooker is also a consultant to the Federal District Court for the Southeast Division of Ohio (Cincinnati) where he is writing a legal history of school consolidation in that metropolitan area.

Professor Hooker is also the State Chairman of NOLPE, Consultant to the Board of Education in Mankato, Minnesota, and Chairman of the College of Education Committee of evaluation of the Department of Curriculum and Instruction.

Chairman of Educational Administration, Dr. Van D. Mueller, visited the Michigan State University College of Education in January as a guest speaker and award recipient. Professor Mueller gave the major address to faculty, students, and alumni attending the 33rd Annual Alumni

Round-up of the Department of Administration and Higher Education, and also received the department's Distinguished Alumni Award.

Besides keeping the Educational Administration interns in line and advising a heavy load of students, Professor Neal C. Nickerson has also found time to do some writing. His latest article, "The Principalship Revisited...Again" will appear in the May issue of the NASSP Bulletin. Be on the lookout for some good reading!

Professor Nickerson is also a member of the NASSP's research team which is conducting a national study of middle schools. The study will be conducted in two phases: (1) A Survey of Middle Level Principals and Programs--to be published under the same title; and (2) the Effective Middle Level Principal--which will focus on factors of effective middle level leadership. A glance at page 8 of the April, 1980, NASSP Newsletter, shows a photo of Professor Nickerson hard at work on the study. Take a gander at it!!

LYND-MARSHALL PAIRING AGREEMENT STUDY

Legislation in 1979 has made it possible for school districts to pair in meeting educational program needs and still maintain districts on less than a K-12 basis.

Lynd, Minnesota has elected to send its 10-12 grade students to Marshall for the 1979-80 school year after determining that fiscal limitations would have severe impact on their senior high program.

Under the direction of Dr. Van D. Mueller and Dr. Tim Mazzone, Jack R. Loss, Ph.D. student, will be working with the State Department of Education in organizing information and a report on this issue under a State grant. The report will identify the impact of the pairing process on students and their parents, while it also will provide direction for future pairing considerations in similar communities.

ALUMNI LUNCHEON

This is your last chance till fall to meet with your fellow EdAd alum-chums! A delicious lunch has been planned, and a timely presentation on the Status of Women in Minnesota will be given by Nina Rothchild from The Council on Economic Status of Women. Hope to see you there:

Date: Wednesday, May 7, 1980
Place: Paul's Place
Snelling Avenue
Roseville, Minnesota
Time: 11:30-1:00 p.m.
Cost and Reservations--Call the EdAd Department at 373-5836

HATS OFF TO...

Many of the Educational Administration students this year have been receiving awards of many kinds. The editor of THE LINK feels it's about time that these accomplishments be advertised to their fellow EdAd cohorts. As most of the recipients are quite shy, I'll boldly print the information for all to see.

Congratulations to:

Ms. Roberta Block--Bush Fellowship for 1980-81. Ms. Block plans to study at Harvard thanks to this award.

Ms. Marilee Miller--Bush Fellowship for 1980-81. Ms. Miller plans to take a leave of absence from her position in the Public Health Nursing Department to complete her Ph.D. degree.

Ms. Teresa Williams--Bush Fellowship for 1980-81. Ms. Williams is a new EdAd student from northern Wisconsin.

Ms. Bev Slotten--\$2,500 fellowship for 1980-81. Ms. Slotten is on leave from her position as Fashion/Apparel Teacher Coordinator in Clay County Vocational Cooperative Center, Moorhead, Minnesota.

Ms. Judy Herr--Publication of her book, Early Childhood Curriculum. New York: Harcourt, Brace & Janovich (to be

released Fall 1980). Ms. Herr is the Director of the Child and Family Studies Center at the University of Wisconsin at Stout.

MUELLER MUSINGS

The April, 1980 issue of The School Administrator features a brief article by Van Miller, Emeritus Professor of Educational Administration, University of Illinois. Professor Miller's feature is titled, "A Case for the Practitioner-Scholar."

Professor Miller rejects the separation of research and practice and asserts that the best scholars for educational administration are the practicing administrators if they will work at it. He goes on to state that all administrators are capable of adding the scholar role to their executive role. What this demands according to Miller is studying more objectively and sharing the results of that study, why they are doing it, how they are doing it and with what effectiveness.

The administrator-scholar assumes not only responsibility for improving his own practice but, as a true professional, for helping develop the broad field of educational administration. I believe that Professor Miller's position makes a lot of sense. Throughout his long and distinguished career, he has been outspoken in his attempts to strengthen the field.

What does this have to do with our EdAd Department? A great deal, I believe! Most of our graduates move on to administrative positions and are in a position to provide not only executive level leadership to their organization but to share their best thinking with the field. Also the faculty in EdAd stand ready to work cooperatively with practicing administrators. The newly established Center for Educational Policy Studies presents good opportunities for cooperatively developed research and development projects.

The EdAd Department is a resource available to each alumnus. If there are ways we can assist you in furthering your

responsibility to be a "practitioner-scholar" please let us know. Together maybe we can improve the practice of administration and the programs which we offer to train administrators.

THE INTERNSHIP PROGRAM

The Educational Administration students are busy out in the field! For those of you who have been wondering just who is interning and where he/she is working, here is the information as of Winter Quarter 1980 (thanks to Dr. Neal Nicker-son).

In order alphabetically, the interns are:

Joe Baisley--Randolph (Apple Valley, Minnesota)

Roberta Block--Anoka Senior High (Anoka, Minnesota)

Nancy Cooper--Career Study Center (St. Paul, Minnesota)

Mary Jo Czaplowski--University of Minnesota, Home Economics Department (St. Paul, Minnesota)

Jack Dzubnar--Lincoln School Office and Webster Elementary School (White Bear Lake, Minnesota)

Tom Egan--Westwood Junior High School (Minnetonka, Minnesota)

Frank Helquist--JFK Elementary School (Lakeville, Minnesota)

Kathi Jorissen--Education Service Center (Coon Rapids, Minnesota)

Rick Krueger--Teacher Center (Staples, Minnesota)

Andre Lewis--North High School (Minneapolis, Minnesota)

Leslie Mercer--University of Minnesota, Women's Center (Minneapolis, Minnesota)

Pam Myers--Columbia Heights District Office (Minneapolis, Minnesota)

Jerry Pederson--Ramsey Elementary School (Ramsey, Minnesota)

Nancy Shaner--Longfellow Special Education Preschool (Minneapolis, Minnesota)

Rod Snyder--Fridley Junior High (Fridley, Minnesota)

Henry Taxis--Anderson B Elementary School (Minneapolis, Minnesota)

AFFIRMATIVE ACTION RECRUITMENT PROGRAM

Many thanks go out to the alumni for recommending so many promising prospective students. The Affirmative Action Recruitment Program that was held on January 30, 1980, was a big success. Out of the 104 identified possible recruits, 53 RSVP'd that they would be in attendance. The final headcount was 47, plus four people who called to request the information from that meeting be sent to them.

A few have already scheduled meetings with advisers in the department for more personal information/feedback. That's certainly a positive sign that there are people out in the field who are interested in administration. Thanks again to all of you who helped make the program a success and the department prosper.

EASO NEWS BRIEFS

Winter Quarter, filled with activity, has progressed to the faster momentum of Spring Quarter. EASO is accomplishing the 1979-80 goals.

Visitors to the EdAd library will find a "new look"--organized stacks, and new accessories. Additionally, the EASO and faculty are matching funds to purchase relevant journal subscriptions in hopes that availability within the department will serve everyone.

The Winter Quarter meeting of February 7, 1980, was successfully hosted by Dr. Clifford P. Hooker and featured noted MEA lobbyist, Gene Mammenga who presented views on the role of the lobbyist in representing his constituency in the legislature. He reviewed details of MEA's 1980 legislature platform and major components of the proposed PELRA reform bill.

Mark your calendars and plan to attend the Spring Quarter meeting:

May 8, 1980, 7:30 p.m.
Midland Grove Party Room
County Road B and Cleveland Avenue
St. Paul, Minnesota

The featured speaker will be Howard Casmev, State Commissioner of Education who will address "The Future of Education in the State of Minnesota."

Other agenda items will include the election of five new EASO Board members for 1980-81. The slate is being compiled. If you would like to run, please let us know. However, write-in votes will be accepted. Being a board member is an excellent opportunity to enrich your student career by teaming with top notch peers and a very supportive faculty. If you are interested or wish to nominate someone, call Sharon Olson at 373-5568.

Addenda was added to the Constitution in compliance with the University Student Organization's Development Center. This must be formally accepted by votes of the members. Copies are in the mail to you; voting will take place at the May meeting.

Progress on the Student Course Bulletin continues and will be completed in time for the summer meeting. The EASO publicity brochure has been redesigned and will go out with new registration this summer.

The summer meeting is tentatively scheduled for August 14, 1980, at which time the new president and three remaining board members will be elected. Time and place will be announced later.

We hope you will join us on May 8th!

SUMMER WORKSHOP OPPORTUNITIES

If you are looking for personal/professional growth opportunities or renewal credit in a concentrated time frame, the following list of Summer Session workshops may be of interest.

A workshop on policy development for school managers (EdAd 5-127, June 17-27) is designed to help personnel utilize new minicomputer technology in instructional management, personnel administration, fiscal control, and policy evaluation.

Supervision and Administration of Special Education, offered jointly under EdAd 5-103 or PsyS 5-160 (July 7-18), provides an opportunity for teachers and administrators to study contemporary management issues in special education, including implementation of such new mandates as P.L. 94-142.

For those interested in two-year postsecondary institutions, a joint offering of EdAd 5-274 and VoEd 5-274 (July 7-18) extends an opportunity to become familiar with the organization, programming, and developmental trends in postsecondary, but nonbaccalaureate institutions, such as area vocational technical schools and community or junior colleges.

Community School Institute, EdAd 5-128, will be offered July 7-11. Each year since its inception in 1969 the Institute has examined a different facet of the larger community school organization concept. The theme for 1980 is "Youth in Community Education." The Institute faculty of specialists develops the theme in a framework of concepts and clinical experiences drawn from relevant fields of education, leisure and recreation, community, and youth development. The program format will feature general and clinic sessions, idea exchange periods, and film.

School Personnel Management is the focus of two courses scheduled in second term. EdAd 5-128 (August 4-15) will focus on the processes of bargaining, mediation, and arbitration through a series of simulated activities. EdAd 8-227 (July 21-August 1) is an overview of the personnel management function, and the critical personnel management needs of school systems of the 1980's. through a review of research, examination of existing policies and procedures, and issues involved.

Two courses on the middle school experience are planned (June 17-July 3) as a searching probe into the character of the middle school organization and cur-

riculum. Focusing on the institutional mission of middle school organization, the special case of middle school pupils, and principles of curriculum construction, these two courses will include lectures, workshop sessions, group discussion, and use of resource specialists from the field. Register for 3 credits in either EdAd 5-167 or SeEd 5-371, or in both.

If you are interested in obtaining more information about any of these workshops, call the Educational Administration Department at 373-5568.

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WHERE ARE THE ALUMNI?

Several of our fellow alumni have moved on to new positions. They are definitely proving that "grass does not grow on busy pavement," as they are busy improving their occupational growth. To make a long story short: (1) Dave Clough is now the Principal of Hastings High School; (2) Mel Hoaglund will be working for Group Health Plan; (3) Vern Indehar will be Superintendent of Wauwatosa (Wisconsin) School District; (4) Jerry McCoy is now the Superintendent of Eden Prairie School District; (5) Richard Rigg is the Superintendent of Hastings Public School District; and (6) Tom Stark is now the Vice-President of Mankato State University. Congratulations to all!

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