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A REPORT ON A CONFERENCE

OREGON CONFERENCE in administrative
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OREGON WOMEN IN EDUCATIONAL ADMINISTRATION

First Annual Conference
Seaside, Oregon
June 21, 1978

"We gave a conference and over 200 people came!" That was the animated response of one person who helped plan the first annual conference of Oregon Women in Educational Administration (OWEA). The conference, held June 21 at Seaside, Oregon, preceded the annual meeting of the Confederation of Oregon School Administrators (COSA) and was the result of a year's planning by several women educators across the state.

A woman's caucus, held at the 1977 COSA Conference, had identified a need for the support and encouragement of a state organization specifically devoted to the issues of women in public school administration. A steering committee, formed earlier in the year, laid the groundwork for OWEA--brainstorming ideas, drawing up bylaws and planning the conference. The committee included Carol Clanfield, Ardis Christensen, Holly Endersby, Elaine Hopson, Myra Rose and Patricia Schmuck.

Pam Jacklin, of the General Assistance Center at Portland State University, gave the opening remarks. She spoke of the two purposes of the gathering: to celebrate and to work. Jacklin went on to review the past, concentrating on the leaders of the women's movement in the late 1960's. She noted that the formation of state commissions on the status of women brought women from all over the country together in a common effort to deal with problems in education and other occupations. An effective lobbying effort reached the senate, the house and the federal bureaucracy. However, Jacklin pointed out, the rapidity of change left some major issues unresolved--one of those being the place of sex equity in education. Thus, despite all the work that's been

done there is still a long way to go, according to Jacklin. As she put it, "The leaders handed us the tools to make change--going for the opinion-makers, running a traditional lobbying approach--but we have to do the building."

She then related this to OWEA and what it can do. She sees OWEA as essentially providing a communications network, one that could be mobilized when there are events and issues requiring change. According to Jacklin two further goals of any organization of professional women in education are role modeling and mentoring--providing aspiring women with incentives and helping them learn to maneuver in the informal power structures. She gave examples of the important role a mentor had played in her career aspirations and successes.

In conclusion, Jacklin spoke of her belief that the goal of political, social and economic equality for women is so intertwined with political factors that political issues cannot be ignored. She closed with the quote, "Nothing is impossible; its just damn hard work!"

A coffee break followed giving participants time to browse through a display of informational materials, plus an assortment of books furnished by Book & Tea of Eugene.

Next on the agenda:

Tips from Women Administrators

Paulie Brading, elementary principal, Oregon City
Nancy Canon, elementary principal, Roseburg
Anne Marie Collins, middle school principal, Gresham
Ardis Christensen, high school principal, Silverton
Elaine Hopson, superintendent, Detroit School District
Grace Clark, high school vice-principal, Portland

Moderator: Patricia Schmuck, SEEL Project, University of Oregon

The panel members shared experiences and helpful tips such as, how they

had obtained various positions, obstacles confronted and subtle perceptions they had encountered. In conclusion they offered some assessments of women's progress in achieving equity.

Five concurrent workshops were offered in mid-morning and again in mid-afternoon. The reports from the panels follow:

The Nitty-Gritty Road to Becoming an Administrator

Richard Jones, Teacher Standards and Practices Commission (TSPC)
Jack Lind, Dept. of Educational Administration, Portland State University
Joyce Osternig, Intern Program, Eugene Public Schools
Nancy Canon, Intern Program/Principal, Roseburg Public Schools
Ken Erickson, College of Education, University of Oregon
Moderator: Donnise Brown, University of Oregon

The moderator reported that while discussion was only briefly focused on actual certification processes, considerable attention was given to the administrative intern experiences of Nancy Canon in Roseburg and Joyce Osternig in Eugene. Both saw the experience as a very positive step in terms of preparation for an administrative position. One panel member reviewed procedures for preparing a vita that would help applicants get past the first screening process and stressed the importance of relating specific items on the vita to points on the job description.

High on the list of informal processes that occur on the road to becoming an administrator was the idea of "mentors." It was pointed out that male administrators often have influential counterparts who provide help in securing jobs. Also emphasized was the importance of personal contacts in helping one get that first administrative position. Other panelists advised volunteering for extra tasks, becoming visible at board meetings and other situations that indicate a particular interest beyond the classroom, and

also letting school administrators know of one's interest and seeking their counsel.

A handout of suggestions made by Oregon school administrators was discussed with several points being highlighted--women were urged to be prepared, to get certified and not expect to circumvent the system; to seek extra assignments and participate in professional association work.

Women's Presentation of Self

Marjorie Baum, Personal Effectiveness Consultant
(Address: 1430 24th NE, Salem, Oregon 97301)

Convenors: Evie Matthews, University of Oregon
Ann Burr, Eugene Public Schools

Under the general heading of "Women's Presentation of Self," the presenter covered a variety of issues. The convenors for this presentation reported the main topics as: personal image--your impact on others, how you come across, how others see you and your awareness of your impact; attitudes--how you feel about where you are now, what your goals are and how you can get there from where you are; behavior skills--being aware of how you feel about certain issues and practicing responses for future situations; job theme issues--women as allies, sex roles of women and men, supervisory duties and how to garner support.

Although there was not a great deal of audience participation, several women did discuss factors in their jobs, such as issues in working as supervisors with men and age differences.

The convenors viewed the presenter as modeling her "topic" well and making a dynamic presentation.

Working Relationships

Tom Payzant (Superintendent) and Margaret Nichols (Director of Educational Services, Eugene Public Schools
Sue Leabo (High School Principal) and Max Beninga (High School Vice-Principal), Eugene Public Schools
Lloyd DuVall (Director) and Jane Arends (Associate Director), Center for Educational Policy and Management, University of Oregon
Charlotte Conner (Specialist) and Les Adkins (Director), Special Services, Oregon Department of Education
Moderator: Mary Frances Callan, Eugene Public Schools

As noted above, three of the male/female teams of administrators participating had a male supervisor and one a female supervisor. The moderator for the panel reported that in each of the two sessions, the ten panel members first interacted among themselves, sharing perceptions on the costs and benefits of their working relationships. Personal incidents and anecdotes shared by the various members seemed to be of particular interest. The audience was then invited to ask questions of the panel members who again interacted as the questions were addressed.

The moderator noted that all the teams obviously worked well together, respected one another's abilities and expressed a preference for working in male/female teams. The moderator saw the workshop as providing a good modeling situation, for the audience got to see four teams of female/male administrators, from totally different settings, talking very positively about their specific situations as workable, comfortable, profitable and providing increased effectiveness on the job.

State Resources to Achieve Educational Equity

Kathryn Scotten, General Assistance Center, Portland State University
Arnold Leppert, Oregon Department of Education
Joan Siebert, Oregon Department of Education
Marcia Lowells, Governor's Task Force on Women in Management
Eleanor Davis, Department of Labor, Salem
Marilyn Miller, Governor's Commission for Women
Moderator: Barbara Cole, Oregon Department of Education

Participants received information about the services provided by the Oregon Department of Education's Vocational Education Specialists, Department of Labor's Civil Rights Division and the Pacific Institute for Non-Sexist Education. In addition, the moderator reported, representatives from the Governor's Task Force on Women in Management and the Governor's Commission on Women provided an overview of their purposes and activities.

Questions addressed the issues of handling conflicting rules designed to achieve equity and alternative ways in which state resources could be used to achieve equity.

What We Look for in Hiring Administrators: A Panel

Caryl Northam, School Board member, Roseburg
Ellis Neal, Superintendent, Pendleton
Gordon Ascher, Oregon Department of Education
Nancy Klinger, School Board member, Lake Oswego
Murl Anderson, Superintendent, Roseburg

Moderator: Mary Ann Smith, SEEL Project, University of Oregon

The moderator for this workshop reported that the following questions were addressed by the panel:

1) What qualities do you look for in a candidate?

Among those mentioned were good judgement; confident manner in presenting one's ability to do the job; genuine interest in the job, the district and the community; a record of previous job success.

2) What sources do you contact when recruiting?

Panel members indicated that the usual sources are usually contacted-- University of Oregon and Portland State University placement services, and the Field Training and Service Bureau at the University of Oregon. Some members indicated that they contacted other administrators for recommendations. Formal searches were made only for the superintendency of medium to

large districts. Principals tend to recommend promotions for teachers who seek out extra jobs, e.g., committee chair, team sport coaching, etc.

3) What catches your attention in a positive manner?

High on this list was the ability to speak well and to handle the public effectively, as well as following through promptly on what one agrees to do. Members also stressed that superiors should be sought out by administrative aspirants to ask advice and also to let their interest be known.

Panel members looked for short, clean, legible, complete resumes from applicants. They liked candidates who anticipated questions that might be asked during the interview and had well thought out answers to those questions. However, they didn't like "canned" answers manipulated to fit any question asked. Most panelists were impressed by candidates who asked questions of the committee, who were not afraid to say, "I don't know, but I would probably....," and who displayed a sense of humor.

4) What kinds of experiences might be helpful in the absence of formal administrative experience?

Some suggestions from the panel were formal or informal internships, committee chair positions, public speaking training, and assertiveness (not aggressiveness) practice, e.g., learning to state what one does and does not want.

The moderator reported that there was some lively discussion when the participants gave "feedback" to the panel members. Several people expressed annoyance that women with small children or pregnant women were often not seen as serious candidates even though it was clear that they were coping well with job and family responsibilities. Others resented the assumption that a woman always follows her husband's job and is therefore too transient

to be considered for an administrative position. One woman said, "My husband travels where my job is," and several talked of negotiating or taking turns when there were conflicts over job locations.

The various workshops concluded at noon. At the luncheon Mathilda Gilles, retired administrator, was honored. In a letter thanking OWEA for the award, Gilles praised the conference and commented, "I feel this honor needs to be shared with so many others in the state who have struggled to get a strong women's group organized in Oregon. It looks as if we may finally succeed."

Following lunch, an organizational meeting was held, at which time regional groups selected representatives to complete the existing steering committee membership. Those elected were: Lynne George, Eugene; Dorothy Juve, Hermiston; Diana Mendenhall, Corvallis; Paula Radich, Lincoln City; Diane Berreth-Warrick, Portland; Paulie Brading, Oregon City. In addition to electing a representative, each regional group discussed the bylaws, taking any recommended changes back to the larger group. The bylaws, as amended, were then ratified by the total membership.

At the close of the second round of workshops, a presentation titled "What is the Pattern of Administrative Vacancies in Oregon?" was made by the six Oregon Network field interns. The interns presented preliminary findings of the Network's research, described some of their experiences in the field, and offered recommendations to prospective job seekers in view of their findings.

The OWEA Steering Committee believes that the first annual conference of Oregon Women in Education was highly successful. One letter OWEA

received supported this assessment. Joyce Osternig from Eugene wrote, in part:

The OWEA Conference was perfect! I have been to many meetings in 15 years in education and have also been responsible for conferences, so from my viewpoint you people should be commended. It was my pleasure to be a panel member and I look forward to the 1979 conference.

The conference success added to the energy and commitment of the Steering Committee which met on July 21 in Eugene. A summary of their deliberations is attached as part of this conference report.

OWEA Steering Committee

Paulie Brading
Principal
Carus Elementary School
14412 S. Carus Road
Oregon City, OR 97045
632-3130 School

Ardis Christensen
Principal
Silverton High School
802 Schlador
Silverton, OR 97381
873-6331 School

Carol Clanfield
Specialist
State Depart. of Education
942 Lancaster Drive NE
Salem, OR 97310
378-3569 Office

Prudence Draeger
Principal
Gearhart Elementary School
Box 47
Bly, OR 97622
353-2363 School

Holly Endersby
Assistant Principal
Aumsville Elementary School
Aumsville, OR 97325
749-2872 School

Lynne George
Vice-Principal
Monroe Junior High School
2800 Bailey Lane
Eugene, OR 97401
687-3254 School

Elaine Hopson
Superintendent
Box A
Detroit, OR 97342
854-3363 Office

Dorothy Juve
Principal
Sunset Elementary School
300 E. Catherine Avenue
Hermiston, OR 97838
567-2241 School

Diana Mendenhall
Vice Principal
Crescent Valley High School
4444 NW Highland Way
Corvallis, OR 97330
757-5803 School

Paula Radich
Principal
Delake Elementary School
540 N. Hwy 101
Lincoln City, OR 97367
994-8191 School

Patricia Schmuck
SEEL Project Director
CEPM, University of Oregon
1472 Kincaid
Eugene, OR 97401
686-5074 Office

Diane Berreth-Warrick
Coordinator
Child Service Center
220 NE Beech
Portland, OR 97212
288-5361, X13 Office

OWEA Steering Committee Report

July 21, 1978
Eugene, Oregon

Statement: Our meetings are open to interested persons. We welcome suggestions and comments.

I. Introductions: Pat Schmuck, University of Oregon, Convenor
Paulie Brading, Principal, Carus Elementary, Oregon City
Paula Radich, Principal, Delake Elementary, Lincoln City
Ardis Christensen, Principal, Silverton High School
Elaine Hopson, Supt., Detroit School District
Holly Endersby, Vice Principal, Aumsville Elementary
Dorothy Juve, Principal, Sunset Elementary, Hermiston
Lynne George, Vice Principal, Monroe Junior High, Eugene
Diana Mendenhall, Vice Prin., Crescent Valley H.S., Corvallis
Carol Clanfield, State Department of Education, Salem

II. New Business

An OWEA checking account has been established. Most of the expenses incurred thus far have been for conference costs. There was some discussion about how OWEA will operate financially when SEEL ceases to exist (August, 1979).

III. Group Processes

Decisions will be made by consensus and full discussion of all items brought up.

The role of chair for the coming year will be shared by Pat Schmuck and Paulie Brading; a third person will rotate every three months, sharing the chair, thus keeping the leadership consistent and involving more people. This plan will be reviewed in six months. The functions of the chair include:

- a) representing OWEA to other organizations
- b) making decisions as to agenda items
- c) coordinating OWEA business and dispersing information to members

IV. Geographic Organization

Some regional boundaries were changed to ease travel and provide more representation for Southern Oregon. The following boundaries, which are by no means rigidly set, are:

Willamette Valley: Marion, Polk, Yamhill, Linn-Benton
Organizers: Ardis, Elaine, Paula, Carol and Diana

Eastern Oregon: Hood River to Ontario
Organizer: Dorothy

N. Metropolitan: Washington, Columbia, Multnomah, Clackamas, Tillamook up to Astoria
Organizers: Diane W., Paulie and Holly

Lane County: Organizers: Pat and Lynne

Southern Oregon: Jackson, Josephine, Douglas and points east (not previously organized)
Prudence Draeger, appointed alternate at OWEA

conference, will be asked to join the steering committee.

Each region will host an OWEA meeting this Fall. Issues will be bylaws, affiliation with COSA, 1979 Conference, etc.

V. Steering Committee Meetings

Monthly meetings will be held on the 4th or 3rd Thursday at different locations in the state. The August meeting will be in Hood River on the 20th, 10 am to 4 pm. The September meeting will be in Corvallis. Anyoné interested in attending is welcome.

VI. Representation at State Level Professional Meetings

Different steering committee members will assume responsibility for hosting an informal reception for women administrators at each state level meeting (Elementary Principals, OPGA, OSBA, etc.).

VII. COSA Affiliation

A meeting between the OWEA chair and COSA leaders is planned for the purpose of exploring advantages/disadvantages of affiliation.

VIII. 1979 OWEA Conference

The plan is to continue the successful format of dynamic, small group presentations.

The conference registration fee of \$10 needs to be clearly stated as separate from the \$10 membership fee.

A spirit of cooperation and energy devoted to making OWEA a viable organization was clearly evident. Decisions were made easily.