

AERA Division A Newsletter

School Leadership News

Issue 8

Summer 2004

VICE PRESIDENT'S CORNER

Rodney T. Ogawa
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Colleagues, this is my first opportunity to thank you for electing me Vice President of Division A. I appreciate your support and am honored to serve the Division, which has been my AERA home for nearly a quarter century. Can it really be that two decades have passed since I attended a divisional meeting of "new scholars" in San Francisco? I recall the names of several people who also attended, but I'm not telling. What I can share is this: The room was filled with great energy and a sense that we would make some noise in Division A and AERA.

Well, we have overcome any insecurities that may have been lurking at that meeting to enjoy successful careers as academics and educators. We have enjoyed the comfort and challenges presented by our membership in Division A. During my term, I will work to continue building an inclusive community of scholars, whose research illuminates how educational leadership and school organization can contribute to attaining the elusive goal of educational equity. If we can make headway on this course, we indeed will have made some noise.

One step that we might take in reflecting on the nature of our Divisional community is to reflect on how we identify ourselves. Therefore, as **Patrick Forsyth** (University of Oklahoma)

discussed at the Division's 2004 business meeting, we will consider whether or not the Division's name, "Administration," remains appropriate. In deliberating this issue, we should weigh a couple of points. One is the historical context in which the "Administration" label was affixed to the Division. A second is the adequacy of that label in representing the interests and work of the Division's membership. I look forward to the discussion.

I also intend to pursue the development of stronger, formal ties with other groups committed to enhancing scholarship on educational leadership and organization. I already have begun discussions with **Michelle Young** (University of Missouri-Columbia), Executive Director of the University Council for Educational Administration (UCEA), to explore how she and UCEA could play more prominent roles in the Division. UCEA already co-sponsors the Clark Doctoral Student Seminar and presents the Davis Award for the most outstanding article of the previous year's volume of *Educational Administration Quarterly*. My hope is to involve UCEA, generally, and Michelle, specifically, in work that lies closer to the intellectual core of the Division and its members' scholarship.

Finally, I will continue to work, as my predecessors have, to enhance the quality of research presented at the annual meetings and to broaden the inclusiveness of membership in the Division and participation in its governance and activities. We will build on the work of the two

task forces that addressed inquiry in our field, generally, and research on educational leadership, specifically. We will also coordinate the work of committees established to recruit and mentor a more diverse membership.

I look forward to working with you over the next three years to shape and advance Division A's agenda. Along the way, I hope the Division fosters a sense of community, improves scholarship in our field, and generally makes some noise.

FROM THE EDITORS

Rodney Muth, Editor, University of Colorado at Denver, rodney.muth@cudenver.edu
Tricia Browne-Ferrigno, Associate Editor, University of Kentucky, tricia.ferrigno@uky.edu
Jeff Brooks, Listening to Leaders Editor, Florida State University, jbrooks@mail.coe.fsu.edu

We would like to introduce to you a new member of our newsletter editorial staff. **Jeff Brooks** (Florida State University) responded to our "call for support" by offering to organize interviews with leadership educators, researchers, and members of professional leadership groups and adding a new regular feature to our newsletter. Our first **Listening to Leaders** article appears next (page 3). Thank you, Jeff! We invite others to join in helping augment the Division A newsletter to address the interests of our members.

Call for Support

One goal continues to be expanding the content and distribution of the Division A newsletter. To make our Newsletter a "must read" for our entire membership, we seek

- commentaries that focus on topical issues
- perspectives that provide readers with insights about Division A concerns
- critiques and recommendations to improve the newsletter content and format
- information and announcements to include in future issues
- volunteers to serve as reporters, historians, and so forth

Suggestions for improving the newsletter should be sent to our Vice President Rodney Ogawa (rtogawa@ucsc.edu) or the editorial team. Specific suggestions to improve the newsletter layout should be sent to the Associate Editor Tricia Browne-Ferrigno (tricia.ferrigno@uky.edu). Anyone wishing to assume responsibility for one or more of the content areas should contact the Editor Rod Muth (rodney.muth@cudenver.edu). Other contributions can be sent to either editor. Please help us keep each other well informed about Division A and our fields.

Highlights of the Summer 2004 Issue

This issue includes the **Vice President's Corner**, the first **Listening to Leaders** interview (page 3), the **Secretary's Report** from the annual meeting (page 5), followed by the **2004 Program Chair** (page 8). The **List of Appointments for 2003-2004** appears on page 11. Please join us in thanking one and all for their support of Division A. If you would like to volunteer or become involved in Division A activities for the 2004-2005 year, then please contact Rodney Ogawa (rtogawa@ucsc.edu) immediately.

**Do you have a *Perspective* or *Commentary* you would like to share?
Please contact the Newsletter Editors!**

Listening to Leaders: Exploring the Connections and Possibilities between Division A and L of AERA: An interview with Carolyn Herrington and Rodney Ogawa

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***Editor's note:** This new feature is the first in a series of interviews organized by **Jeff Brooks**, Feature Editor. The interview of the leaders of Division A and L was conducted by graduate student **Angela M. Hull** (University of Missouri-Columbia). Jeff is looking for other interviewers and interviewees so please contact him if you are interested in adding to the upcoming dialogue on our field and profession. **Carolyn Herrington** (Florida State University) is the Vice Present of AERA Division L, and **Rodney Ogawa** (University of California–Santa Cruz) holds the same position in AERA Division A. The interview focused on connections between the divisions and the relationships between leadership and policy research.*

Angela Hull (AH): How are Divisions A and L of AERA similar, and in what ways are they different?

Rodney Ogawa (RO): In some ways, Division L grew out of Division A because of the Politics of Education Association—a large SIG within AERA. Also, educational policy as a field has grown tremendously over the last two decades. PEA was comprised mostly of Division A members and, at some point, a sufficient mass of scholars broke off into Division L. If you look at the historical origins of Division A, the leaders back then included scholars in areas like community politics and board politics. These were seen as realms of administration. So too research on district superintendents, especially urban superintendents. Since the early 1960s, federal intervention in education increased with Kennedy and LBJ. There was also an increase from states and their legislatures, and so over the next 30-40 years, the responses became the field of education policy. We academics think we lead the charge, and that's not the always the case. As state and federal policy makers became more active in shaping policies aimed at education, academics began to take an interest in this emerging field. That is, we academics didn't invent educational policy analysis. Instead, we followed developments in state and federal arenas, where policy makers took an increasing interest in shaping education. So, in terms of the similarities between the two divisions, we share a number of members, including myself. I've been characterized by others as a policy guy, which I fought at first but then I just went with it.

The topics and theories in the area that were powerful within Division A, like organizational theory, lost ground to Division L.

Carolyn Herrington (CH): To my thinking, the divisions are very similar. They are both focused on how you structure organizations and resources and people in a way to maximize learning. Conceived that way, the field is so large and all-encompassing, that differences are minimized; the groups are similar. At one time we were one division, and in the future, I hope we will work closely with each other. Division A deals more with delivery of education and Division L deals with social values and the political-regulatory environment that define organizations that deliver education.

AH: I noticed that in Division A's bylaws, one formally stated link to Division L is the mutual support of the David L. Clark Seminar. Are there other formal ties, such as joint committees, etc?

RO: The Clark Seminar, which we co-sponsor with UCEA and Corwin Press, is one formal tie. We also co-sponsor a reception at AERA. Other than that, I'm not aware of any other structural links. Do I think it would be useful? While Division L identifies and develops its own culture, community, and leadership, there's a sense among some that Division A has lost some of its energy. I think the research interests between the two have such overlap that we need to think about the conceptual link between the two divisions. If we were to look at them as Venn diagrams, at least a quarter to a half would

overlap, and it would make sense once we all calm down to think about mutual interests, like through our work at the annual meeting. We haven't talked about it, but I have a new three-year tenure that's just started. Division A is making more formal ties between UCEA and Division A to develop a mutual research agenda. For example, there's a large gap in research on leadership preparation. That area is of interest to policy and leadership researchers—we need to capitalize by working together.

CH: I'm not familiar with other formal ties besides Clark and the joint reception. A number of ad hoc committees over the last few years in both divisions have had joint membership without being aware of it. We need to be more intentional about those things, more structurally intentional, so that we act and research together. I'd like to see a lot more collaboration.

AH: Where are the overlaps and disconnects between leadership and policy research? Should they be taught together or are they wholly different areas? How does this play out in the field?

RO: Administration is the organization of public education, school, and district policy through political action at federal, state, and local levels. Most attention is paid to federal and state action. Even if there were clear distinctions between these levels of government, politics being played at the federal and state levels are meaningless if they are not implemented. Division A focuses more on local organization and leadership in policy—the mechanisms by which policies are implemented. The relationships are clear, because if administration didn't exist to enact policy, it couldn't be enacted. Similarly, schools as organizations are structured in response to the external environment, who crafts what at state and local levels. It's clear that when schools and districts are smart, administrative leaders, boards of education, and teacher leaders attempt to shape state and federal policy. Looking at a teacher as an example, they require kids to raise their hands as a way of regulating authority, when in fact, who's controlling whom? Kids are

controlling the reaction of teachers when raising their hands to be called. In the same way, schools are perceived as reactive in the same way kids are for raising their hands, but who's controlling whom? Between organization and leadership and the enactment and implementation of policies, the interaction and loop are continuous. If you drop one, it's a senseless world.

CH: You find members in both divisions doing research across all fields. You'll find research in Division L that is in most respects about improvement through broader social, political and economic aspects around education, and Division A is more at the leadership cadre level; their professional development and effect and how they relate to instructional staff. I agree with John Gardner—if you try to make a distinction between the two, you can't. One is out of what we do, the other is the two go hand in hand; one fulfills the other. I'd like to see joint consortia or a lecture series on this, on the research and joint work we can do together to understand this dynamic, like the work of Jim Spillane in trying to identify the regulatory environment, how people in schools understand policy so they can decipher the environment so they can make decisions in schools. There's so much we don't understand between policy and people who deliver education. But this generation of researchers has access to large databases that are well-developed, and for the first time they have the sample and technology to initially research around this issue to better understand the carefully nuanced cascades of societal values that translate to policy, which translate to regulation and then hit administrators who need to understand policy, to then mediate between intention of policy and the organizational environment without losing what the policy addresses, changes or improves. In the past, this has been very loose, a lot of loss of meaning. For the first time, we have better research methodology to identify where we're improving so that we can share that so all schools are better.

The Fall 2004 issue of the Division A Newsletter will feature an interview with Linda Delpit, Executive Director of the Center for Urban Education and Innovation at Florida International University, Miami, Florida.

**Do you have an announcement for Division A members?
Contact the Editors to have it included in next newsletter!**

SECRETARY'S REPORT

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Following are the minutes of the AERA Division A, Business Meeting, Tuesday, April 13, 2004, Grant Hyatt Manchester, Ballroom A, San Diego, CA.

Division A Vice President **Patrick Forsyth** (University of Oklahoma) called the meeting to order at 6:15pm. Patrick welcomed members and introduced new members and then presented a short report from the **Division A Executive Committee**, which met earlier in the day. Members of the Executive Committee were introduced. Five items from the meeting were discussed at the annual membership meeting, including

1. ***Changing the name of Division A.*** The Executive Committee felt that the division name needs to be inclusive. Among the reasons for considering a name change were that many people who do research on organizations, school innovation, and so forth may not feel that they belong to Division A and may not submit conference proposals. The new Division A Vice President, **Rodney Ogawa** (University of California—Santa Cruz) will carry this issue forward. Various names were suggested, including Organization and Leadership. Those who wish to make their views known should respond to the Division A newsletter editors **Rodney Muth** (University of Colorado at Denver) and **Tricia Browne-Ferrigno** (University of Kentucky) with their suggestions. The editors will compile them for the Fall 2004 issue.

2. ***Division A Bylaws.*** Are the new Division A bylaws working? The Executive Committee felt that the bylaws are working well and specifically that the conference program categories seem to be working for proposal submission.

3. ***David L. Clark Graduate Student Seminar.*** An issue was raised about the balance of proposals submitted by Clark Seminar nominees. [Eds.: Patrick Forsyth discussed this issue in his Vice Presidential address during the annual conference. Pat's address will be included in the Fall 2004 newsletter.]

4. ***AERA Conference Proposal Review Criteria.*** The Executive Committee discussed the need for a better method for soliciting reviewers, including reviewers with methodological expertise. New methods for soliciting reviewers should ensure that proposals should be reviewed by those who have expertise in the specific method of the proposal.

5. ***Communication Task Force.*** A new electronic system for membership should improve the contacts with members.

Patrick introduced past Division A Vice Presidents. Before asking for reports from the Division A Officers and Committees, he encouraged members who are interested in serving on Division A committees to contact **Rodney Ogawa**, Division A Vice President for the next three years.

Program Committee: Chair 2004 **Carolyn Riehl** (University of North Carolina-Greensboro) introduced Vice Chair **Megan Tschannen-Moran** (College of William and Mary) who will serve as Chair 2005 and Section Chairs **John Heflin** (Kent State University), **Sharon Kruse** (University of Akron), **John Sipple** (Cornell University), and **Linda Tillman** (Wayne State University). She reported that, despite problems with the new electronic submission process, the statistics for the 2004 conference suggest that the process worked well. Division A had (a) 467 total submissions, (b) 773 reviewers, and (c) a 41% acceptance rate for both individual and symposia submissions. [Eds.: See complete Program Committee Report, page 8.]

Graduate Student Committee: Vice Chair **Matthew Militello** (Michigan State University) described the “fireside chat” for graduate students during the annual conference and reported that the graduate study hospitality suite was quite popular. Over 40 graduate students attended the orientation session. **Mark Salinas** (Chabot College) served as chair this year.

Affirmative Action Committee. Vice Chair **James Earl Davis** (Temple University) presented the report for Chair **Joan Poliner Shapiro** (Temple University). To develop continuity from year to year, the committee created a vice-chair position (i.e., chair-elect). James was selected to be the 2003-2004 vice chair and will become the committee chair next year; future vice chairs will be selected by the Division A Vice President. He represented Division A at the AERA Affirmative Action Council and announced that an Affirmative Action Officer Handbook was developed by the Council.

Division Mentoring Program. The report was presented by Chair **Carolyn Shields** (University of British Columbia), who introduced committee members Vice Chair and upcoming Chair **Janice Fauske** (University of South Florida), **Rick Ginsberg** (Colorado State University), **Jane Clark Lindle** (University of Kentucky), and **Diana Pounder** (University of Utah). Although two sessions were scheduled during the conference, Carolyn reported that the major challenge for the committee has been contacting new faculty members. Several ideas were solicited from the membership: (a) contact experienced members about mentoring new members, (b) add people of color to the committee, and (c) send electronic mail messages about the mentoring committee to all members. Carolyn requested that members forward the names of new faculty members to Janice Fauske.

Membership/New Member Committee. Chair **Frances Kochan** (Auburn University) presented the report. She highlighted the new members session and encouraged more coordination between the membership committee and the mentoring program committee.

Ad Hoc Task Force: Developing a Research Agenda. Chair **William Firestone** (Rutgers University) introduced task force members and the organizations that have contributed to the task force’s work, including the Laboratory for School Success and UCEA. The task force’s focus is to develop an agenda for future research. **Carolyn Riehl** (University of North Carolina-Greensboro) served as the co-chair of the task force.

Ad Hoc Task Force: International Committee. Vice Chair **Selahattin Turan** (Osmangazi University, Turkey) presented the committee’s report. He described the interactive symposium on networking, the committee’s focus on international collaboration, and the need to increase the diversity of countries involved in Division A and the conference. Patrick encouraged members to attend the international sessions and to recruit international members for Division A. Incoming Division L Vice President

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Carolyn Herrington (Florida State University) emphasized AERA's commitment to including international members and encouraged cross-divisional international sessions.

Division A Newsletter. Neither Editor **Rod Muth** (University of Colorado-Denver) nor Associate Editor **Tricia Browne-Ferrigno** (University of Kentucky) were able to attend the 2004 annual meeting; hence, no report was presented. Patrick mentioned a concern: notifying members that the newsletter is posted on the AERA Web site because some university servers treat newsletters as spam and automatically delete them.

David L. Clark Graduate Student Seminar. Planning Representative **Mark Gooden** (University of Cincinnati) reported that 69 proposals—the highest in several years—were received and 42 accepted. He reminded members that the Clark Seminar has been in existence for 25 years. Patrick thanked the committee and noted that this is the longest existing graduate seminar in AERA.

Ad Hoc Committee: Publications. Chair **Linda Tillman** (Wayne State University) reported that 67 attendees participated in a session by nine editors of Division A related journals. She acknowledged that this session is important especially for untenured faculty who want to learn about the publication process and thus recommended continuing this session at the next conference.

The two annual Division A awards for scholarship were presented next.

Davis Award. UCEA Executive Director **Michelle Young** (University of Missouri-Columbia) introduced the selection committee: **Bruce Cooper** (Fordham University), **Steve Jacobsen** (SUNY-Buffalo), **Frances Kochan** (Auburn University), **Kenneth Leithwood** (University of Toronto), **George Petersen** (University of Missouri-Columbia), and **Philip Young** (University of California-Davis). The 2004 Davis Award was presented to **Helen Marks** (Ohio State University) and **Susan Printy** (University of Michigan) for their *EAQ* article, "Principal Leadership and School Performance: An Integration of Transformational and Instructional Leadership."

Division A Dissertation Award. Chair **Betty Merchant** (University of Texas-San Antonio), presented the two awards this year. The first award was presented to **Tim Cybulski** (Ohio State University) for his dissertation, "Investigating the Role of the Collective Efficacy of Teachers in Fiscal Efficiency and Student Achievement." **Wayne Hoy** (Ohio State University) served as Tim's committee chair. The second recognition was awarded to **Joe Flessa** (University of California-Berkeley) for his study, "What's Urban in the Urban School Principalship?" **W. Norton Grubb** (University of California-Berkeley) provided guidance and mentoring. Betty also thanked the dissertation award reviewers and Vice Chair **Don Hackmann** (Iowa State University).

At the conclusion of the awards presentations, **Patrick Forsyth** (University of Oklahoma) "relinquished the gavel" to the new Division A Vice President **Rodney Ogawa** (University of California-Santa Cruz), who in return thanked Patrick for setting a good course for the Division and encouraged members to contact him if they wished to be involved in Division A committees and work. The incoming Vice President will now serve three years, according to new AERA procedures. Before the meeting was adjourned, Patrick thanked UCEA Executive Director Michelle Young for her work in organizing the reception immediately after the meeting and invited Division A members to join him at the reception.

Support the work of Division A: Contact Rodney Ogawa ASAP!

Program Committee Report

Carolyn Riehl, Chair 2004, University of North Carolina-Greensboro, cjriehl@uncg.edu

It has been a long and exciting year for the 2004 Division A Program Committee! This was not the first year in which conference proposals were handled via an electronic submission and processing system, but it was the first year using the AllAcademic software. Many technical glitches caused countless problems for proposal submitters, reviewers, and section chairs. Proposals were “lost” by the system at all stages of the process. In contrast, human errors seemed to be minimal, and Division A benefited from the tireless work and relatively cheerful patience of everybody concerned, including AERA central staff, anxious submitters, diligent reviewers, and, of course, the program committee.

While the process was not exactly paperless, it was indeed largely an electronic process and paper use was minimal. In the midst of our general frustration with the electronic system this year, we should probably remember that FedEx took very little money from us, and legions of authors and section chairs (and their graduate student assistants) were spared the hassle of typing and shuffling 3 x 5" index cards, remembering to include self-addressed stamped envelopes, and all the other archaic things we used to do in the good old days.

The program committee (or the chair, at least) began its work with great intentions of tracking the movement of proposals carefully and recording precisely the numbers of submissions, incoming transfers from other divisions and SIGs, outgoing transfers, and so on. This lofty goal was eventually abandoned in the crush of technical problems that created delays, mysterious lost-and-found adventures, and other even more surreal situations, including the surprising realization that once a stage of the process was finished, all traces quickly disappeared from view on the AllAcademic system—with no warning—and we could not review what we had just done. So, numerical totals this year should be viewed as estimates.

The entire process required considerable communication with proposers, AERA staff, reviewers, and program committee members. I have 452 incoming e-mail messages saved on my computer; virtually all of them needed and got a response. It was especially frustrating this year not to be able to use the electronic system to target “bulk e-mail” to selected groups, for example to send reminders to tardy reviewers or suggestions to discussants. The impersonal nature of the e-mails generated by the electronic system is irritating and probably unnecessary, and this is one aspect of the process that I hope can be improved.

Miraculously, we ended up with an extremely small number of intractable and unsolvable problems. By my accounts, only one submitter endured the ultimate frustration of her original proposal being lost and never found, so that it was never reviewed. This submitter was extremely gracious about it and I will be rooting for her next year. Several submitters wrote to protest their “rejections.” We took these appeals seriously, reviewed the evidence, and in at least one case reversed the decision and got the submission into the program. Special recognition goes to the patient but desperate authors whose papers are included in the session titled “Thanks But No Thanks: The Shrinking Pool of Principal Candidates.” This session was announced in the preliminary program but disappeared from the final online program; it was only late last week that it was found and restored. I am still waiting for an explanation from AERA on this one.

Despite all the problems, I am happy to report that the Program Committee was able to accomplish a great deal of work on behalf of the Division, including the following:

SCHOOL LEADERSHIP NEWS

- We rewrote the Call for Proposals and descriptions of the Division's sections in a way that seemed to reflect successfully the concerns and interests of Division A. Many thanks to last year's Program Committee for helpful input on this. Good luck to next year's committee members as they seek to improve the Call for Proposals even more!
- We made revisions to AERA's generic proposal rating criteria, to assess more carefully the quality of the research behind each proposal, the significance of the topic, and the contribution the proposal might make to the Division's program. It would be interesting to see some analysis of how the rating system was actually employed, but proposal ratings have unfortunately disappeared into the AllAcademic black hole.
- We benefited greatly by having somewhere around 800 volunteer reviewers. It would be nice to know more about the reviewers as we match proposals with reviewers, and we continue to need the services of well-known scholars, but we had relatively few problems with not having enough reviews to assess proposals fairly.
- The program committee's geographical epicenter this year seemed to be Cleveland, Ohio, so that's where we met in October. Many, many thanks to my committee—Vice Chair **Megan Tschannen-Moran** (College of William and Mary), **John Heflin** (Kent State University), **Sharon Kruse** (University of Akron), **John Sipple** (Cornell University), **Linda Tillman** (Wayne State University)—for an impressive effort during this meeting and throughout the entire process. The committee used review information carefully, but they also brought their own perspectives to bear on the process. The section chairs reflected the Division's diversity in their cultural backgrounds and their research/policy/practice orientations, but they all knew quality when they saw it, and that's what they looked for. As a result, we had stimulating conversations about the proposals, and we think we put together a great program that featured the best research Division A had to offer, on the most significant topics, including new issues peeking over the horizon as well as familiar topics that need ongoing attention.
- We received 467 proposals, about 50 more than last year. Of these, 371 were individual proposals and 96 were group proposals. The section on "Leadership" received about twice as many proposals as the other sections, which were quite balanced. Our acceptance rate was 41% for both individual and group proposals.
- Through judicious pleading and general good-naturedness, I was able to wheedle 5 sessions from AERA beyond our original allocation. (Next year's committee, take note!)
- In the middle of all this, the program committee produced one baby: **Caroline Joy Sipple**, born the Saturday after Thanksgiving (and only loosely named after the program chair!).

Division A can be proud of the far-flung research efforts it generates and supports. Some topics continue to be insufficiently addressed, and some studies have research designs that leave much to be desired. But we saw very little work that was egregiously shoddy or trivial. It was a pleasure and an honor to be able to help bring the Division's work to light in the annual meeting program.

Thanks to **Patrick Forsyth** (University of Oklahoma), former Division A Vice-President, for his support during the past year. Best wishes to Chair 2005 **Megan Tschannen-Moran** (College of William and Mary) and next year's Program Committee. I hope you all enjoy the Division's program this year!

FUTURE ISSUES

Material for the Fall 2004 newsletter is requested by **August 30**, which slightly alters the schedule outline below. Please note that Editor **Rod Muth** has a new e-mail address: rodnev.muth@cudenver.edu

Submission and Publication Schedule

Issue Date	Deadline for Submissions	Submitted to AERA	Published Online	Announced Via E-mail
Fall 2004	August 10	September	September	September 10
Winter 2005	October 10	November	December	December 10
Spring 2005	January 10	February	March	March 10
Summer 2005	May 10	June	July	July 10

Regular Newsletter Features

Vice President's Corner: A regular feature, the Vice President provides commentary about Division A events, business and expectations for the Division.

Secretary's Report: An occasional item, the minutes of Division A's annual business meeting are featured in the summer issue.

Graduate Students Update: News and announcements from Division A's graduate student representatives.

From the Editors: This section appears regularly and supplies notes about the current and upcoming issues, requests input, and discusses other editorial concerns.

Listening to Leaders: Interviews by Division members with leadership educators, researchers, policymakers, and others about issues related to AERA, research, teaching and practice, and policies.

Perspective or Commentary: Papers considered for inclusion will be trenchant and of interest to Division A members. Restrictions for publication will apply (preferably no more than 1,000 words or 5 to 7 pages of double-spaced text) in order to meet newsletter page limitations (2-3 pages). The editors reserve the right to edit for style and length. Suggestions for articles will be accepted from Division A officers, committee chairs and members, and members of Division A and related Divisions or SIGs.

Member News and Notes: This section includes information about members: what people are doing, what they have accomplished, what they plan for research and with whom, what they are discovering about teaching that others might find interesting, and so forth. Books and articles, special recognitions, and the like are appropriate. If you are interested in helping with this column, please contact the editors.

Regular Features (as appropriate and as available, based upon newsletter publication dates)

- § information about Division A committee work supplied by committee chairs
- § announcements of calls for papers, dissertation award submissions, and other information
- § listings of SIG contact information relevant to Division A members
- § listings of annual award winners

Many thanks to all the volunteers this year!

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