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ADADEMIC POSITIONS

- 2004- Washington State University-Vancouver, Clinical Professor,
Educational Leadership
- 1986-2004 University of Oregon, Associate Professor, Educational Policy &
Management and (by courtesy) Sociology.
- 1999-2004 Director, University of Oregon Coquiltam Masters Program
- 1981-1983 Pitzer College, Claremont, CA. Visiting Assistant Professor of
Organizational Studies; Director Social Science Internship Clinic.
- 1977-1986 University of Oregon, Assistant to Associate Professor of Sociology
- 1975-1977 The American University, Washington, D.C. Visiting Assistant
Professor of Sociology
- 1973-1975 Center for Educational Policy and Management, University of
Oregon, Research Associate
- 1970-1973 University of Nevada, Reno, NV. Lecturer of Sociology
- 1969-1970 Illinois Institute of Technology, Chicago, IL. Instructor of Sociology
(part-time)
- 1967-1968 Upward Bound, Mundalein College, Chicago, IL. Instructor of
Sociology (part-time)
- 1967-1970 Comparative Organization Research Program, University of Chicago.
Study Director
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EDUCATION

Ph.D. University of Chicago, 1974

A.M. University of Chicago, 1970

A.B. Stanford University, 1966

TEACHING AREAS

Educational Organization
 Educational Leadership
 Research Methods
 Educational Politics and Policy
 Sociology of Education

CURRENT RESEARCH PROJECTS

Professionalism and Educational Administration
 Trust
 Cohorts in Leadership Training
 Principalship
 Learning Organization Theory

PUBLICATIONS: ARTICLES & CHAPTERS

- School reform, standards testing and English Language Learners. *International Journal of Inclusive Education*, 11, 2 (2007), 111-131 (with A. Laguardia)
- Universities as communities of fate: Institutional rhetoric and student retention policy. *Journal of Educational Administration*, 43, 1, (2005), 86-101 (with D. Waggoner)
- Contradictions of school community in restructuring elementary schools: Lessons from a case study. In G. Furman, (Ed.), *School as community: From promise to practice*. Albany, NY: SUNY Press 2002, 97-118 (with G. Tindal).
- Leadership ambiguity in universities and K-12 schools and the limits of contemporary leadership theory. *The Leadership Quarterly*, 12, 4 (2001), 419-50 (with J. Bess).
- Half-full, half-empty: Educators responses over time to state-level reform. *International Journal of Educational Reform*, 9, 3 (2000), 249-60 (With D. Conley).
- Too many cooks spoil the broth? Potential contradictions between inclusive schools and integrated curriculum. *B.C. Journal of Special Education*, 19, 2-3 (1996), 55-70 (with D. Cooper).
- Organizational learning to align regular and special education. *Special Education Leadership Review*, 3, 1 (1996): 119-34 (with G. Tindal).
- Reactions from the field to state restructuring legislation. *Educational Administration Quarterly* 31, 4 (1995): 512-38 (with D. Conley).
Reprinted in Gall, J., Gall, M. & Borg W. (eds.). *Applying Educational Research 5th Edition*. New York: Longman (2005).
- School responses to state-level restructuring legislation. *OSSC Reports* 35, 1

- (1994): 1-12 + 1-24 of supplement (with D. Conley).
- Searching for history in organizational theory: Comment on Kieser. *Management Science* 5, 4 (1994): 621-23.
- Leadership: how principals lead without dominating. Eugene, OR: *OSSC Bulletin* 37, 9 (1994): 1-42 (with D. Conley).
- Ten propositions on facilitative leadership. Chapter in *Reshaping the Principalship: Insights from Transformational Reform Efforts*, edited by J. Murphy and K. Louis. Newbury Park, CA: Sage, 1994: 237-62 (with D. Conley).
- Radical state legislation and school restructuring: Oregon educators' reactions to the Oregon Educational Act for the 21st Century. *OSSC Report*, 33 (1993): 1-13 (with D. Conley & D. Dunlap).
- Facilitative power and non-standardized solutions to school site restructuring, *Educational Administration Quarterly* 29 (1993) : 69-92 (with D. Dunlap & D. Conley).
- The 'Vision Thing' and school restructuring, *OSSC Report*, 32, 1 (1992): 1-8 (with D. Conley & D. Dunlap).
- Rethinking power in schools, *Educational Administration Quarterly* 27 (1991): 5-29 (With D. Dunlap).
- Introducing the new teacher to the school: Lessons for administrators, *OSSC Report*, 28, 1 (1988): 1-8.
- Labor relations strategies, management ideologies, and organizational theory: Two case studies. In S. Bacharach and N. DiTomaso (eds.), *Research in the Sociology of Organizations*, 5 (1987): pp. 217-31
- Informal organization among women factory workers. *Sociological Focus*, 1985, 18 pp. 279-288 (with S Albrecht).
- A socio-historical perspective on performance assessment. In F. Landy and S. Zedeck (eds.), *Performance measurement: New directions for the future*. Hillsdale, NJ: Erlbaum, 1983, pp. 339-52.
- The labor process and the sociology of organizations. In S. Bacharach (ed.), *Research in the Sociology of Organizations*, 2(1983): 49-81.
- Contract consulting's hidden agenda: The search for legitimacy in government. *Pacific Sociological Review*, 24 (1981): 461-93 (with D.R. Van Houten).
- Uncertainty, conflict, and labor relations in the modern firm, II: The war on labor. *Economic and Industrial Democracy: An International Journal*, 1 (1980): 263-87 (with D.R. Van Houten).
- Uncertainty, conflict and labor relations in the modern firm, I: Productivity and capitalism's 'human face'. *Economic and Industrial Democracy: An International Journal*, 1 (1980): 63-98 (with D.R. Van Houten).
- Bureaucracy and domination: Managerial strategy in turn-of-the-century

American industry. *International Yearbook of Organization Studies*, 1 (1979): 108-141 (with D.R. Van Houten).

Reprinted in: M. Zey-Ferrell and M. Aiken (eds.). *Complex Organizations: Critical Perspectives*. Glenview, IL: Scott-Foresman (1981): 189-216.

Reprinted in F. Hearn (ed.), *The transformation of industrial organization: Management, labor, and society in the United States*. Belmont, CA: Wadsworth (1988): 46-66.

Instituting PPBS in schools: A comparison of two districts. *Urban Education*, 14 (1979): 76-90 (with S. Gregory).

Managerial strategy and the worker. *Sociological Quarterly*, 18 (1977): 108-125 (with D.R. Van Houten).

Reprinted in J. K. Benson (ed.). *Organizational analysis: Critique and innovation*. Beverly Hills: Sage, (1977): 110-27.

Reprinted in M. Zey-Ferrell and M. Aiken (eds.). *Complex Organizations: Critical Perspectives*. Glenview, IL: Scott-Foresman, 1981, pp. 89-99.

PPBS and teachers: Responses to an educational innovation. *Journal of Educational Administration*, 1977, 19, pp. 149-63 (with S. Gregory).

Sociologists and the study of bureaucracy. *Insurgent Sociologist*, 8 (1978): 21-30.

Size and differentiation in organizations: A test of a theory. *Pacific Sociological Review*, 1973, 16, pp. 89-106.

The organization caste system and the new working class. *Insurgent Sociologist*, Winter, 1973, 3, pp. 41-52.

PAPERS PRESENTED AT PROFESSIONAL MEETINGS (1985-)

What makes a good principal? American and Canadian teacher perspectives. Canadian Society for the Study of Education, Vancouver, BC, 2008 (with Debra Manders).

The Cultivation of Trust in Three Elementary Schools. University Council on Educational Administration, Orlando, 2008 (with Mark Connolly).

The Learning Enterprise, Policy Governance and Organizational Learning. University Council on Educational Administration, Orlando, 2008 (with Mark Mansell).

Universities as communities of fate: Institutional rhetoric and student retention policy. American Educational Research Association, 2005, Montreal (with David Waggoner).

Restoring trust: A Canadian response to teachers in trouble." University Council on Educational Administration, 2004, Kansas City.

Cohorts and Organizational Learning. University Council on Educational Administration, 2004, Kansas City (with Clay Starlin).

- Communities of fate: Organizational ecology and institutional rhetoric in student retention policy.** American Educational Research Association, 2004, San Diego (with David Waggoner).
- Crossing the border: A University of Oregon cohort program in Canada.** University Council on Educational Administration, 2003, Portland.
- Reconceptualizing trust in education labor relations: The BCTF's Peer Support Service.** Canadian Society for the Study of Education, 2002, Toronto (with M. Shamsheer & S. Simard).
- Accountability versus professionalism? an empirical look at Oregon's high School-university transition system.** American Educational Research Association, 2002, New Orleans (with K. Addie).
- Standards, accountability, and teacher professionalism: A Case Study.** University Council for Educational Administration, Cincinnati, 2001 (with K. Addie).
- Standards-based university admissions and high school teacher professional learning and practice.** Canadian Society for the Study of Education, Quebec City, Quebec, 2001 (with K. Addie).
- Where did I learn what I Know? An administrative licensure cohort after 12 months.** American Educational Research Association, Seattle, 2001 (with M. Abbott and N. Golden).
- How well are we doing? Novice administrators reflect on their training.** University Council on Educational Administration, Albuquerque, 2000 (with M. Abbott, N. Golden, and P. McCullum).
- School reform, standards testing and English language learners.** American Educational Research Association, New Orleans, 2000 (with A. Laguardia).
- Organizational learning and the culture of reform: Operationalizing the "organizations as brains" metaphor.** American Educational Research Association Meetings, Montréal, 1999 (with G. Tindal, N. McCullum, and J. Marr).
- Educational leadership and the changing teaching profession.** University Council on Educational Administration Meetings, St. Louis, 1998.
- Pushmi/Pullyu: The education profession confronts the new century.** Canadian Association for the Study of Educational Administration Meetings, Ottawa, 1998.
- Standards-based school reform and lesser English proficiency students: Administrative issues and parallels with special education.** Canadian Association for the Study of Educational Administration Meetings, Ottawa, 1998 (with A. Laguardia).
- How educators process and respond to state-level education reform policies: The case of Oregon.** American Educational Research Association Meetings, San Diego, 1998 (with D. Conley).

- Taking school reform successes to “scale”:** Governance and leadership issues in two restructuring elementary buildings. American Educational Research Association Meetings, San Diego, 1998 (with G. Tindal).
- Policy in intention, action, and experience:** Three high schools struggle with standards-based graduation requirements. University Council on Educational Administration Meetings, Orlando, 1997 (with K. Hurley).
- Just kick the ball Charley Brown:** Persistence and disillusionment in educator reactions to state school reform. American Educational Research Association Meetings, Chicago, 1997 (with D. Conley).
- Staying the course?** Four years of educator responses to state school restructuring legislation. University Council on Educational Administration Meetings, Louisville, 1996 (with D. Conley).
- Learning communities and learning organizations:** Student assessment, collegial consultation, and collaborative planning in three restructuring elementary schools. University Council on Educational Administration Meetings, Salt Lake City, 1995 (with R. Schmuck & G. Tindal).
- Principal Succession and elementary school climate:** One year's experience in an urban school division. Canadian Association for the Study of Educational Administration Meetings, Montreal, 1995 (with Warren Noonan).
- Administrative challenges of integrating special needs learners:** a look at four B.C. Schools. Canadian Association for the Study of Educational Administration Meetings, Montreal, 1995 (with Delia Cooper).
- What happens when legislatures mandate school restructuring?** American Educational Research Association Meetings, San Francisco, 1995 (with D. Conley).
- Industry Revolution in Higher Education and the Decline of Loose Coupling:** Case Studies from the U.K. and the U.S. Annual Meeting of the American Sociological Association, Los Angeles, 1994 (with D. R. Van Houten).
- Schools embracing change vs. schools resisting change:** A comparison of Responses to school restructuring legislation. American Educational Research Association Meetings, New Orleans, 1994 (with D. Conley).
- Leading the learning from above:** Articulating state school reform to districts and school buildings. University Council for Educational Administration Meetings, Houston, 1993 (with D. Conley).
- Radical state legislation as a tool for fundamental educational reform and restructuring,** American Educational Research Association Meetings, Atlanta, 1993 (with D. Conley & D. Dunlap).
- Filling the frames:** Using Bolman and Deal to analyze an educational innovation, University Council on Educational Administration, Minneapolis, 1992 (with N. S. Smith).

- Industry revolutions, entrepreneurship, and centralization: case studies from three continents, Association for the Study of Higher Education Meetings, Minneapolis, 1992 (with D. R. Van Houten & D. M. Dunlap).**
- The Consequences of role stress for Taiwanese school administrators, American Educational Research Association Meetings, San Francisco, 1992 (with Derray Chang).**
- The 'Vision Thing' and school restructuring, University Council on Educational Administration, Baltimore, 1991 (with D. Conley & D. Dunlap).**
- The twilight of loosely coupled systems: Privatization and the American public research university, International Research Conference on Privatisation: Strategies and Practices, St. Andrews, Scotland, 1991 (with D. R. Van Houten).**
- Occupational ideology and the system of the professions: The case of school administrators, American Sociological Association, Cincinnati, OH., 1991.**
- Portrait of a successful educational innovation: British Columbia's Program for Quality Teaching, Canadian Association for the Study of Educational Administration, Kingston, Ont., 1991 (with N. S. Smith).**
- Administrative facilitation and site-based school reform projects, American Educational Research Association Meetings, Chicago, 1991 (with D. Dunlap & D. Conley).**
- American school administrators' leadership ideology, American Educational Research Association Meetings, Chicago, 1991.**
- Jump-starting educational reform: Implementing British Columbia's Comprehensive Reform Act, University Council on Educational Administration, Pittsburgh, 1990.**
- Reform, restructuring, site-based management, and the new face of power in schools, University Council on Educational Administration, Pittsburgh, 1990 (with D. Dunlap).**
- Fits and starts: B.C.'s School Act after one year, Western Social Science Association, Portland, 1990.**
- Power as a 'system of authority' versus power as a 'system of facilitation,' American Educational Research Association, Boston, 1990 (with D. Dunlap).**
- Role conflict and role ambiguity among Taiwanese junior high school administrators, American Educational Research Association, Boston, 1990 (with D. Chang).**
- School administrators' leadership impact: A view from the field, American Educational Research Association, Boston, 1990 (with K. Kempner, W. Powell, R. Schmuck).**
- 'Power over' versus 'power through:' Professional-bureaucratic relationships in the 1990's, University Council on Educational Administration, Phoenix, 1989 (with D. Dunlap).**

- Practitioners versus professors: Competitive professionalization projects in educational administration, American Sociological Association, San Francisco, 1989.**
- Unresolved thematic and research issues in British Columbia's Program for Quality Teaching: An organizational sociologist's reflections, Association for Supervision and Curriculum Development, Orlando, 1989.**
- Administrators' views of administrative training, University Council for Educational Administration, Cincinnati, 1988 (with K. Kempner).**
- Occupational versus organizational socialization of high school teachers: Theoretical and Policy Issues. American Sociological Association, Chicago, 1987.**
- Organizational culture and the dilemmas of workers' compensation, disability, and substance abuse. Academy of Management, New Orleans, 1987.**
- Organizational culture and disability: A theoretical and empirical analysis. American Sociological Association, New York, 1986.**
- Industrial relations, social control, and the management of workers' compensation. Critical Perspectives in Organizational Analysis Conference, New York, 1985.**
- Disability and return to work as an organizational phenomenon. American Sociological Association, 1985.**
- Disability and return to work: How organizations 'manage' workers' compensation. Society for the Study of Social Problems, 1985.**
- The dominant tradition and its critics; domain assumptions and their consequences in organizational research. Academy of Management, 1985.**
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BOARDS

- 2006-** Editorial Board, *NASSP Bulletin*
- 1998-2004** Editorial Board, *Educational Administration Quarterly*
- 1992-2004** Editorial Board, *Leadership Quarterly*
- 1998-2001** Associate Editor, *Leadership Quarterly*
- 1986-2000** Editorial Board, *Educational Administration Abstracts*
- 1986-1990** Board of Directors, Oregon School Study Council
& 1996-2001
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REVIEWER

Academy of Management, Administrative Science Quarterly; American Sociological Review; American Sociologist; Economic and Industrial Democracy, Journal of School Leadership, Management Science, National Science Foundation;

Organization Studies; Social Science Quarterly, Work and Occupations
