



# EDUCATIONAL LEADERSHIP

JOURNAL  
OF THE

ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

February 1982

Volume 39, Number 5

## DEVELOPING LEADERSHIP

- 324 Training for Effective School Administrators *Gordon Cawelti*
- 330 Ten Principles of Quality Leadership *Thomas J. Sergiovanni*
- 337 Making It Despite Double Discrimination *Vonzetta Campbell*
- 340 Principals and Their Inservice Needs *James L. Olivero*
- 346 Research Synthesis on Effective School Leadership *James Sweeney*
- 353 Administrator Evaluation Tailored to Your District or Independent School  
*Shirley B. Stow and Richard P. Manatt*
- 357 An Effective School Principal *Ken Wilson*
- 362 School Leadership Between the Cracks *Lynne Miller and Ann Lieberman*
- 370 The NASSP Assessment Center Develops Leadership Talent *Paul W. Hersey*
- 372 Same Faces, New Skills *Marie E. Kelley*

## OTHER TOPICS

- 375 Academic Freedom in the Classroom *Stephanie Abraham Hirsh and Frank R. Kemerer*
- 378 Has Title I Done Its Job? *Benjamin D. Stickney and Virginia R. L. Plunkett*
- 384 What's the Student Doing?—A Crucial Aspect of Instructional Design *Sharon Dugdale*
- 386 Math Anxiety: Elementary Teachers Speak for Themselves  
*Annette Chavez and Connie Carroll Widmer*
- 390 Combining the Arts and Humanities *Dale S. Nelson and Bob L. Sigmon*

## DEPARTMENTS

- Overview** *Ron Brandt* 323
- The Way I See It** *Carol Snow Frosch* 374
- Book Reviews** 392
- News Notes** *Robert C. McKean and  
Bob L. Taylor* 394
- Research on Teaching** *Janet Flegg Eaton* 395
- Learning Styles** *Nancy Reckinger and  
Rita Dunn* 397
- Education Resources** *Nancy Carter Modrak* 399



## Here's what you get as an ASCD Comprehensive Member... for just \$48 per year!

- **EDUCATIONAL LEADERSHIP**—8 issues of this Educational Press Association award-winning journal published monthly October–May.
- **ASCD YEARBOOK**—durable volume on a timely topic, written by outstanding educators.
- **NEW BOOKLETS**—on current educational issues. (Comprehensive members receive free 4 new booklets during a year's membership. Regular members may purchase these new booklets.)
- **ASCD UPDATE**—issues of this informative newsletter are published periodically.
- **ANNUAL CONFERENCE**—4-day meeting held each March offering Special Sessions, Action Labs, and speakers of national renown. Reduced registration fee to all members.
- **NATIONAL CURRICULUM STUDY INSTITUTES**—special limited attendance programs held throughout the nation. Reduced fees for members.
- **PUBLICATIONS**—many titles available at low prices.
- **AUDIO CASSETTES**—"live" recordings of more than 80 addresses and presentations by leaders in education available at modest prices.
- **LOW-COST INSURANCE**—including professional liability, term life, and accident benefits, at low group rates.



### Membership Form

- Check enclosed, payable to ASCD.  Bill me.  
(U.S. Addresses Only)

Name \_\_\_\_\_

Title, Institution \_\_\_\_\_

Street address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

- COMPREHENSIVE MEMBERSHIP** provides all ASCD benefits. Annual dues: \$48.00.
- REGULAR MEMBERSHIP**, all ASCD benefits except new booklets. Annual dues: \$38.00.
- SUBSCRIPTION to EDUCATIONAL LEADERSHIP** eight issues monthly, October–May: \$18.00.

Canadian and foreign: add \$4 per year for Comprehensive. \$3 per year for Regular. \$2 per year for subscriptions.

Complete form and mail to:

**Association for Supervision  
and Curriculum Development**  
225 N. Washington St.  
Alexandria, VA. 22314

Member dues include a subscription to *Educational Leadership*. \$18 of dues is designated for a subscription to this journal.

## ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

### Executive Council

LUCILLE JORDAN, Associate State Superintendent of Georgia Schools, Office of Instructional Services, State Department of Education, Atlanta, Georgia / *President*

O. L. DAVIS, JR., Professor of Curriculum and Instruction, College of Education, University of Texas, Austin / *President-Elect*

BARBARA D. DAY, Professor of Early Childhood Education, University of North Carolina, Chapel Hill / *Past President*

GWYN BROWNLEE, Director, Instructional Services Department, Education Service Center Region 10, Richardson, Texas

ARTHUR L. COSTA, Professor of Education, Department of Educational Administration 163, California State University, Sacramento

RAYMOND E. HENDEE, Superintendent, Park Ridge School District #64, Park Ridge, Illinois

ALICE VIVIAN HOUSTON, Director of Curriculum Services Department, Oklahoma City Public Schools, Oklahoma City, Oklahoma

CAROLYN SUE HUGHES, Principal, Ludlow School, Shaker Heights, Ohio

Parma City Schools, Parma, Ohio

STUART C. RANKIN, Assistant Superintendent, Office of Research Planning and Evaluation, Detroit Public Schools, Detroit, Michigan

PHIL CLAYTON ROBINSON, Principal, Clarence B. Sabbath School, River Rouge Public Schools, River Rouge, Michigan

MAIZIE R. SOLEM, Curriculum Coordinator, Instructional Planning Center, Sioux Falls Public Schools, Sioux Falls, South Dakota

RONALD STODGHILL, Deputy Superintendent of Instruction, St. Louis Public Schools, St. Louis, Missouri

BOB L. TAYLOR, Professor of Education, School of Education, University of Colorado, Boulder

### Headquarters Staff

GORDON CAWELTI / *Executive Director*

RONALD S. BRANDT / *Executive Editor*

RUTH T. LONG / *Associate Director*

ROOSEVELT RATLIFF / *Associate Director*

KATHY L. SCHAUB / *Assistant Director for Program and Research*

JOHN BRALOVE / *Business Manager*

SARAH ARLINGTON, JOAN BRANDT, GAYLE CROSSLAND, ANNE DEES, DOLORES DICKERSON, ANITA FITZPATRICK, VIRGINIA A. FLYNN, JO JONES, TEOLA T. JONES, JACQUELYN LAYTON, INDU B. MADAN, AGATHA DEBORAH MADDOX, CLARA M. MEREDITH, FRANCES MINDEL, NANCY CARTER MODRAK, NANCY S. OLSON, ROBERT SHANNON, CAROLYN SHELL, BETSEY THOMAS, BARBARA J. THOMPSON, ANITA WILLEY, COLETTE A. WILLIAMS

### Publications Committee

H. BENJAMIN WILLIAMS, Associate Superintendent for Education, Little Rock Public Schools, Little Rock, Arkansas / *Chairperson*

THEODORE J. CZAJKOWSKI, Assistant Superintendent for Elementary and Middle Schools, Bellingham School District, Bellingham, Washington

MARY BELLE McCORKLE, Assistant Superintendent for Instruction, Tucson, Arizona

MILDRED G. NESS, Principal, James P. B. Duffy School, No. 12, Rochester, New York

GERALD PONDER, Associate Professor of Education, North Texas State University, Denton, Texas

VINCENT R. ROGERS, Professor of Education, University of Connecticut, Storrs, Connecticut

THOMAS J. SERGIOVANNI, Professor, College of Education, University of Illinois, Urbana, Illinois

*Educational Leadership* is published monthly, October through May, by the Association for Supervision and Curriculum Development, 225 N. Washington Street, Alexandria, Virginia 22314. ASCD editorial office and advertising: (703) 549-9110. No remuneration is offered for contributions. Subscription price \$18.00 a year. Single copies, \$3.00. Association memberships: Regular (subscription \$18.00) and yearbook) \$38.00 a year; Comprehensive (subscription \$18.00), yearbook, and other publications issued during period of membership) \$48.00 a year. Member of the Educational Press Association of America. Contents listed in *Educational Index*. Microfilm and xerograph copies are available. For information about these copies, write to University Microfilms, 300 N. Zeeb Rd., Ann Arbor, Michigan 48106. Second class postage paid at Alexandria, Virginia, and at additional mailing offices. Printer: Sauls Lithograph Company, Inc., Washington, D.C.

**DUPLICATING.** Educators are authorized to reproduce a single article from this publication without making a written request provided that 1) duplication is for an educational purpose in a not-for-profit institution; 2) copies are made available without charge beyond the cost of reproduction; and 3) each copy includes full citation of the source. Permission to reproduce more than one article will be granted under the same conditions to those who make a reasonable request in writing.

This authorization does not apply to materials, if any, for which ASCD doesn't hold the copyright. Any such materials are so identified.

Copyright © 1982 by the Association for Supervision and Curriculum Development. All rights reserved.