

## VITA

CHARLES TAYLOR KERCHNER

May 2009

- Ph.D. 1976, Northwestern University (Education). Education Professions Development Act Fellow, 1973-74. Dissertation: Faculty Union Impacts on Community Colleges and Their Presidents.
- M.B.A. 1964, University of Illinois, Urbana (Finance). Thesis: a study on impacts of automation on white-collar workers.
- B.S. 1962, University of Illinois, Urbana (Communications and Political Science), C. E. Merriam award in political science, outstanding student award in journalism, editor-in-chief Daily Illini.

### PROFESSIONAL EXPERIENCE

- 1976-- Claremont Graduate University. (Name changed from The Claremont Graduate School in 1997.)
- 2007 Named: Research Professor
- 2003 Principal Investigator, Learning in L.A. Project: An Institutional Analysis of Efforts to Reform the Los Angeles Unified School District
- 2001 Principal Investigator, Boyle Heights Learning Collaborative evaluation project.
- 2001 Visiting Scholar, University of Melbourne
- 1999 Directed evaluation of Los Angeles Annenberg Metropolitan Project board and staff operations
- 1998 Co-director U.S. Office of Educational Research and Improvement union capacity building project.
- 1994 Named to occupy Hollis P. Allen chair
- 1994 Inaugurated Claremont Educational Policy Seminar, an annual topical investigation of politics and practice.
- 1993 Visiting Fellow, University of London, Institute of Education.
- 1991 Member Governmental Relations Committee American Educational Research Association.
- 1990 Visiting Scholar, National Center for School Leadership, University of Illinois.
- 1989 Director, Claremont Project V•I•S•I•O•N, a two-year study of labor relations and school reform in 20 cities.
- 1988 Appointed to rank of Professor.
- 1987 Director, preliminary and professional education administration programs.

- 1987 Executive Committee, Claremont Educational Partnership, a school district and university collaborative.
- 1986 Visiting Associate Professor, University of California, Santa Barbara.
- 1984-87 Editor, Politics of Education Bulletin.
- 1981 Appointed Associate Professor.
- 1979-81 Director, Labor Relations Research Project.
- Supported by the National Institute of Education, a study of some 800 school districts was the first large-scale assessment of the impacts of collective bargaining on the management and governance of school districts. Technical report finished December 1981.
- 1978-81 Associate Director, Claremont Higher Education Management Institute.
- Jan. 1976 Appointed instructor, appointed Assistant Professor, following dissertation defense.
- 1973-76 Northwestern University.
- 1974-76 Instructor in Education; Director, Regional Education Project sponsored by the Illinois Department of Vocational and Technical Education.
- 1973-74 Full-time fellow. Under sponsorship of Education Professions Act.
- 1973 City Colleges of Chicago.
- Director of Funded Programs.  
Responsibilities included the management and acquisition of approximately \$12 million in federal and state grants.
- 1971-73 Illinois Board of Higher Education, Chicago, Illinois.
- The Board is the state's coordinating agency for higher education with approval powers over new academic programs and planning plus recommendary responsibilities over the state's higher education budget.
- Assistant Director for Academic Affairs. As community college officer, was responsible for recommending new academic programs to the Board, developing the \$56 million community college budget and liaison with the 38 college districts and the Illinois Junior College Board. Accomplishments included the adoption of program review standards and developing new programs (and financing) for disadvantaged students and community services.

1964-71

St. Petersburg Times.

Publishers of two progressive daily newspapers (circulation approximately 200,000 daily) in Florida and Congressional Quarterly in Washington, D.C.; Pulitzer Prize, 1964.

National News Editor. In charge of editing, front page, layout, and news desk direction. Also, legislative editor.

Assistant to the General Manager. Administered the company's service departments and its computer center which was, at the time, introducing the company's first large-scale use of data processing for accounting and type-setting. Staff duties included liaison with contractors, marketing, planning and development of new publication possibilities.

Reporter.

#### **S P O N S O R E D R E S E A R C H :**

1. 2003-The Annenberg Foundation for a study of education reform in Los Angeles, \$500,000.
2. 2001- Los Angeles County Alliance For Student Achievement (The Alliance) as fiscal agent for the Annenberg Foundation to evaluate a five-year school-community project, the Boyle Heights Learning Collaborative. \$900,000. (Fiscal agent changed to Families in Schools, 2002.)
3. 2001-Broad Foundation. Documentation and evaluation of union reform project grant to Teacher Union Reform Network. \$25,000
4. 2001- Los Angeles Metropolitan Annenberg, follow on grant to disseminate results of earlier analysis. \$25,000.
5. 1999-Los Angeles Metropolitan Annenberg Project, analysis of board and staff activities during project to reform education in L.A. County. \$150,000.
6. 1999-U.S. Office of Education Research and Improvement grant to study and provide technical assistance to emerging forms of teacher unionism. Julia Koppich, co-principal investigator. \$300,000.
7. 1998-Irvine Foundation technology grant to investigate the potential of distance learning at CGU, \$1,500.
8. 1998-National Commission for Teaching and America's Future to investigate promising labor relations practices. Julia Koppich, principal investigator. \$40,000.
9. 1997-Community Development Project, Pomona Unified School District. \$41,000.
10. 1997-Evaluation Project, UCLA AMP program, Bruce Matsui PI, \$176,000.
11. 1993-National Center for Educational Leadership (Harvard University). \$12,000 to develop software for analysis of organizational decisions.
12. 1989 - Carnegie Corporation of New York (\$100,000), United States Department of Labor (\$100,000). For a study of emerging forms of labor relations in public schools.

13. 1988-91 - Stuart Foundations. Research on implementation of new forms of labor agreements. Policy Analysis for California Education, Berkeley, awarded--September 1987. Reviewed 1988-1991. Grants totaled \$500,000.
14. Work In America, Inc. Commissioned case study. Fall 1987.
15. California Commission on the Teaching Professions. Commissioned paper on labor relations in education. Spring 1985.
16. The Eli Lilly Endowment. \$3,900 to mount an exploratory study of the effects of unionization on school decision making other than that involved in formal negotiations. Technical report submitted January 1985.
17. Center for Educational Policy and Management, University of Oregon. Continued research into the diffusion of labor relations policy and the relationship between labor relations and the nature of teaching work. \$12,000 awarded in 1983. \$5,000 awarded in 1984 for study of teaching work life.
18. Wilbur Foundation. \$4,000 to investigate demographic political and labor market influences on public education, particularly in California. 1983.
19. National Institute of Education. Commissioned to write a monograph for the Institute on Teaching and Educational Policy. Published in Handbook of Teaching and Policy, Longmans, 1983.
20. National Institute of Education. \$180,000 over two and one-half years to study the impact of collective bargaining on school governance. Research began in January 1979; technical report submitted January 1981.

#### PUBLICATIONS :

##### Books and Chapters

edited with William Lowe Boyd and Mark Blyth, The Transformation of Great American School Districts. Cambridge, MA: Harvard Education Press (2008)

with David Menefee-Libey, Laura Mulfinger and Stephanie Clayton, Learning from L.A.: Institutional Change in American Public Education. Cambridge, MA: Harvard Education Press, (2008).

School Reform at the Improv. Literacy Development of Students in Urban Schools. J. Flood and P. Anders. Washington, International Reading Association. (2005)

with Bruce Cooper "Ravens Tigers" Under Siege: Teacher Union Legitimacy and Institutional Turmoil. In W. L. Boyd & J. Cibulka (Eds.), Transforming Education, The National Society for the Study of Education Yearbook. Chicago: NSSE (2003).

Organizing Around Quality: The Union Struggle to Organize Mind Workers. In R. Henderson, W. Urban and P. Wolman (eds.) Teacher Unions and Educational Policy: Retrenchment or Reform. Boston:Elsevier/JAI (2004).

The Modern Guild: The Prospects for Organizing around Quality in Public Education. In D.

Lipsky & J. Brock (Eds.), Transforming Union: Industrial Relations Research Association Series. Urbana, IL: University of Illinois Press (2003).

with David Menefee-Libey, "Education Reform at The Improv: The Case of Reform in Los Angeles," in William Boyd and James Cibulka, The Race Against Time (2003) Westport, CT: Praeger..

with Grant McMurrin, "Leadership Outside the Triangle: The Challenges of School Administration in Highly Porous Systems" pp. 43-65 in Robert Crowson, Community Development and School Reform (2001).

with Julia E. Koppich, "Organizing Around Quality: The Frontiers of Teacher Unionism," in Tom Loveless (ed.) Conflicting Missions? Teacher Unions and Educational Reform, Washington, D.C.: Brookings Institution Press (2000).

with Julia E. Koppich, "Organizing the Other Half of Teaching," in Linda Darling-Hammond and Gary Sykes (eds.) Teaching as the Learning Profession, San Francisco: Jossey-Bass (1999).

with Mary E. Driscoll, "The Implications Of Social Capital for Schools, Communities and Cities: Education As If A Sense of Place Mattered" in J. Murphy and K. S. Lewis (eds.), Handbook of Education Administration, San Francisco: Jossey-Bass (1999).

with Julia E. Koppich and Joseph G. Weeres, Taking Charge of Quality: Teachers, Unions, and Educational Reform. San Francisco, Jossey-Bass (1998).

with Julia E. Koppich and Joseph G. Weeres, United Mind Workers: Teachers and Unions in the Knowledge Society, San Francisco: Jossey-Bass (1997).

with Joseph G. Weeres, "This Time It's Serious: Post-Industrialian and the Coming Institutional Change in Education, pp. 135-152 in Robert L. Crowson, William Lowe Boyd and Hanne B. Mawhinney (eds.) The Politics of Education and the New Institutionalism, Washington, D.C.: Falmer Press (1996).

with Bruce Cooper, "Labor Relations in Education," in Thorsten Husen and T. N. Postlewaite (eds.) International Encyclopedia of Education, second edition (Oxford: Pergamon, 1995).

"Institutionalism and Strategic Decisions in Education" in Samuel Bacharach, Organization Behavior in Education Beverly Hills: Sage (1995).

with Julia E. Koppich, A Union of Professionals: Labor Relations and Educational Reform, (New York: Teachers College Press, 1993).

with Julia E. Koppich, "Negotiating the Future," in Steven Jacobsen, Yearbook of the American Educational Finance Association (Newberry Park, CA: Corwin Press, 1993).

with Byron King, "The Strategy of Teaching Strategy" in Phillip Hallinger and Joseph Murphy, Leadership and Cognition (New York: Longmans, 1993).

with Julia E. Koppich, "Redefining Teacher Work Roles Through the Educational Policy Trust Agreement," in Sharon C. Conley and Bruce S. Cooper, The School as a Work Environment: Implications for Reform (Boston: Allyn and Bacon, 1991).

with Ross Barrett and Byron King, "The Reflective Macintosh: A Computer-Assisted Approach to Understanding and Improving Managerial Practice" in Advances in Educational Administration, Vol 2, Paul W. Thurston and Phillip Zodhiates (eds.) (Greenwich, Conn: JAI Press, 1991).

with Ross Barrett and Byron King, "The Reflective Macintosh: A Computer-Assisted Approach to Understanding and Improving Managerial Practice" (Urbana, IL: National Center for School Leadership, University of Illinois, 1990).

"Bureaucratic Entrepreneurship: The Implications of Choice for School Administration," in Samuel B. Bacharach (ed.) Educational Reform: Making Sense of It All (Boston: Allyn and Bacon, 1990).

edited with William Lowe Boyd, The Politics of Excellence and Choice in Education, the first yearbook of the Politics of Education Association. Includes two chapters, "What Doesn't Work: An Analysis of Market and Bureaucratic Failure in Schooling," and "Introduction and Overview: Education and the Politics of Excellence and Choice" (New York: Falmer Press, 1988). This work was simultaneously published in the United Kingdom as a special issue of The Journal of Educational Politics.

with Douglas E. Mitchell, The Changing Idea of a Teachers' Union (New York: Falmer Press. Stanford series in Public Policy in Education, 1988.) Book summarizing research on labor relations in more than 100 school districts. The book deals with the dynamics of labor relations (we call it the "generational development") and the effects on administration, school governance, and the definition of teacher work roles.

with Charles Donaldson, "Autonomous Work Groups and Curriculum Reform," in Robert Yager (ed.) Allies in Educational Reform (San Francisco: Jossey-Bass, 1988). This chapter is a case study of an interdisciplinary humanities program in the Los Angeles Public Schools.

"Union-Made Teaching: The Effects of Labor Relations on Teaching Work," in Ernst Z. Rothkopf (ed.) Review of Research in Education, Volume 13 (Washington, D.C.: American Educational Research Association, 1986).

Labor Policy in School Districts: It's Diffusion and Impact on Work Structures (Eugene: Center for Educational Policy and Management, College of Education, University of Oregon, 1986).

with Douglas E. Mitchell. "Labor Relations and Teaching Policy," in Lee S. Schulman and Gary Sykes, Handbook of Teaching and Policy (N.Y.: Longmans, 1983).

"The Impact of Collective Bargaining on School Governance and Politics," in Collective Bargaining in Education by Anthony Cresswell and Michael Murphy with Charles Kerchner (San Francisco: McCutchan Publishing Company, 1980). The volume was chosen by the National Society for the Study of Education as one of its Books of the Year.

### **Computer Software**

with Ray Harder and Krista Cauffman, COPS (The Claremont Organizational Problem Solver) an interactive problem-framing application for the Macintosh written in Hypercard 2.0 (1995-1997).

### **Articles in Juried Journals**

Kerchner, Charles Taylor, and Julia Koppich. 2007. Negotiating What Matters Most: Collective Bargaining and Student Achievement. American Journal of Education 113(3), 2007: 349-365.

Malin, Martin H., and Charles Taylor Kerchner. 2007. Charter Schools and Collective Bargaining: Compatible Marriage or Illegitimate Relationship? Harvard Journal of Law & Public Policy, 30(3): 886-936.

"Power Struggle in Los Angeles: Mayor Villaraigosa Battles the Public School Bureaucracy," Education Next, Summer 2007.

Reply to Worthen and Berry. Labor Studies Journal, 27(2), 29-38, 2002

The Struggle for the Knowledge-Based Workplace. International Journal of Educational Management, 15(5), 2001: 220-238.

"Knowledge Workers: Trade Unionism's New Frontier," Thought and Action 15(2):11-18, 1999.

"Education as a City's Basic Industry." Education and Urban Society 29(4) September 1997: 424-441.

--also editor of the journal's special issue comprised of papers derived from the California Education Policy Seminar.

with Krista Cauffman, "Lurching Toward Professionalism: The Saga of Teacher Unionism," Elementary School Journal 96(1) September 1995: 107-122.

"The Educational Policy Trust Agreement and the Process of Educational Reform," Industrial Relations Research Association Series: Proceedings of the 41st Annual Meeting, December 28-30, 1988, New York.

with William Lowe Boyd, "Chasing Two Rabbits: Market and Bureaucratic Failure in Educational Reform," Journal of Educational Finance 14 (Summer 1988): 57-75.

with Christine Maitland, "Climates of Labor Relations in the Schools: Correlates of Teacher Behavior," Journal of Collective Negotiations in the Public Sector 17(4), (Winter 1988).

"Bureaucratic Entrepreneurs: The Implications of Choice for School Administration," in Education Administration Quarterly 24(4) (November 1988): 381-392.

with Douglas E. Mitchell, "Teaching Reform and Union Reform," Elementary School Journal 4(March 1986) pp. 449-470.

"Shortages and Gluts of Public School Teachers: There Must be a Policy Problem Here Somewhere," Public Administration Review 44(September 1984) pp. 292-298.

"Correlates of Bargaining Costs," Journal of Collective Negotiations (Winter 1983), pp. 311-325.

with Steven Wallace, Kathlene Harcharik, Michael O'Neill, Susan Magnone, Wayne Hubert, G. A. Sote and Jack Caselles, "How Teachers Gain Influence in Their Work Places: A Study of the Micropolitics of Legitimacy," California Journal of Teacher Education 9(1) (Winter 1982) pp. 78-99.

with Jack Schuster, "The Uses of Crisis: Taking the Tide at the Flood," The Review of Higher Education 5(3) (Spring 1982), pp. 121-142.

with Douglas E. Mitchell and others, "The Impact of Collective Bargaining on School Management and Policy," American Journal of Education, (Winter 1981), pp. 147-188.

"Bargaining Costs in Public Schools: A Preliminary Assessment," California Public Employee Relations 41(June 1979), pp. 16-25.

"The Process Costs of Collective Bargaining In California School Districts," Journal of Collective Negotiations 8(1) (1979) pp. 31-38.

"The Impact of Collective Bargaining on School Governance," Education and Urban Society 11(2) (February 1979), pp. 181-207.

with Dennis Tierney, "The Union Challenge to Teacher Education," California Journal of Teacher Education 5(3) (Summer 1978), pp. 31-41.

"From Scopes to Scope: The Genetic Mutation of the School Control Issue," Education Administration Quarterly 14(1) (Winter 1978), pp. 54-79.

"The Unionization of College Presidents," Education Administration Quarterly 13(3) (Fall 1977), pp. 84-104.

#### **Other Publications and Manuscripts:**

"What Can We Learn from L.A.?" *Education Week*, (Oct. 22, 2008) pp 36,30.

"A Ray of Hope," *Education Next*, 7(3) (Summer 2007) p. 55-57.

Kerchner, Charles Taylor, and Laura Steen Mulfinger. 2006. *Creating a Culture of Literacy in Boyle Heights: An Evaluation Report to the Annenberg Foundation of the Boyle Heights Learning Collaborative Grant*. Claremont, CA: Claremont Graduate University.

with Julia Koppich, Commentary: Negotiating What Matters. It is time to recast collective bargaining by changing the law governing labor relations in education. *Education Week*, (2003, February 12) p. 22.

Commentary: Looking the Gift Horses in the Mouth, A Backward Glance at the Los Angeles Annenberg Project. *Education Week*, (2001, April 18): pp. 42.

Deindustrialization: Why Teachers Must Come to Regard--And Organize--Themselves as Mind Workers. *Education Next*, 1(3), 2001: 46-50.

with Ganley, D., Menefee-Libey, D., & Abbott, J. (2001). *Differing Aims: Los Angeles' Educational Philanthropy and the "Grammar" of Public School Systems* (Report to the Los Angeles Annenberg Metropolitan Project). Claremont: Claremont Graduate University.

Commentary: Looking the Gift Horse in the Mouth, A Backward Glance at the Los Angeles Annenberg Project. *Education Week*, (2001, April 18): pp. 42.

with David Menefee-Libey, DeLacy Ganley and Jason Abbott, The Impact of LAAMP on Educational Reform in Los Angeles. A report to the Los Angeles Annenberg Metropolitan Project (2000).

with Julia Koppich and Joseph Weeres, "'New and Improved' Teacher Unionism: But Will It Wash," Educational Leadership 55(5) (February 1988) pp. 21-24.

with Julia Koppich and Joseph Weeres, Op. Ed. pieces in the Christian Science Monitor, Education Week, and Los Angeles Times (1997).

with David Menefee-Libey, "Education as a Basic Industry in Los Angeles" a report to the John Randolph Haynes and Dora Haynes Foundation (October 1997).

"Rethinking City Schools: An Introduction" First policy paper from the California Education Policy Seminar (1995).

"A New Generation of American Teacher Unionism," Education Review 6(2) Autumn 1992.  
with Julia E. Koppich, "Partnerships Between Teacher Unions and Schools," At Work: Stories of Tomorrow's Workplace 1(4) November 1992.

with Julia E. Koppich, Professional Unions for 21st Century Schools, Project Brief No. 1. (Claremont Project V•I•S•I•O•N, The Claremont Graduate School, September 1992).

editor/author for series of Claremont Project V•I•S•I•O•N technical studies

- Bellevue: Renewal and School Decision Making, Betty Malen, 1992.
- Chicago: A Restless Sea of Social Forces, William Ayers, 1992.
- Cincinnati: Betting on an Unfinished Season, Byron King, 1992.
- School Reform and Labor Relations – Denver Style, Michael J. Murphy, 1992.
- Glenview, Illinois: From Contract to Constitution, Mark Smylie, 1992.
- Greece Central School District: Bridging the Brink, Anthony M. Cresswell, 1992.
- Hammond, Indiana: The Politics of Involvement v. The Politics of Confrontation, Mark Smylie and Ute Tuermer, 1992.
- Innovative Labor Relations Practices in U.S. Public Schools, Lani Martin, 1992.
- Louisville: Professional Development Drives a Decade of School Reform, Charles T. Kerchner, 1992.
- The Substance of Things Hoped For: Milwaukee Schools and The Education of Black Children, Garrett Duncan, 1993.
- Pittsburgh: Reform in a Well Managed Public Bureaucracy, Charles T. Kerchner, 1992.
- The Rocky Road to Reform in Rochester, Julia E. Koppich, 1992.
- Smart Work and Smart Workers, Charles T. Kerchner, Byron King, and Julia E. Koppich, 1992.
- Toledo: Peer Review and Beyond, James Gallagher and Perry Lanier, 1992.

with Charles Donaldson, "The CHART Chronicles: A Report to the Rockefeller Foundation," October 1990. An evaluation of the Foundation's Arts and Humanities program in public education.

"Professional Labor Relations: What Can School Administrators Do About Teacher Unions?" Thrust, March 1988.

"Local School Politics," Politics of Education Bulletin 13(3) (Winter 1987), pp. 1-2.

"Teacher Professionalism Through Labor Relations," Policy Briefs No. 3 (Winter 1986).

"Bill Honig: Selling an Educational Culture in Lotusland," Politics of Education Bulletin 13(2) (Summer 1986) pp. 9-12.

"An Interview with Chester Finn," Politics of Education Bulletin 13(1) (Spring 1986), p. 3.

"Educational Research Is In Trouble," Politics of Education Bulletin 13(1) (Spring 1986), p. 1.

"At Issue: The Agenda of Excellence," (editorial) Politics of Education Bulletin 12 (Winter 1985).

"The Diffusion of Labor Policy in School Districts and Its Impact on Work Structures: A Technical Report," prepared for the Center of Educational Policy and Management, University of Oregon, 1984.

The Effects of Collective Bargaining on School Administrative Leadership, Proceedings of a Conference held on July 9-10, 1982 at the Center of Educational Policy and Management, University of Oregon.

with Douglas E. Mitchell, "The Dynamics of Public School Collective Bargaining and Its Impacts on Governance, Administration and Teaching," Final Report, National Institute of Education Grant 79-0036, 1982. Published by the ERIC Clearinghouse ED 221 925.

with Jack Schuster, "The Uses of Crisis: Guidelines for School Leaders," Independent School 43(2) (December 1983), 23-33.

with Beverly Benjamin, "Variable Perceptions of Decision: An Operationalization of Four Models," (ERIC Clearinghouse) ED 216-604, 1982.

"The Logic of Citizen Participation," IRE paper No. 4 (Boston: Institute for Responsive Education) 1981.

with Douglas E. Mitchell. "Collective Bargaining: Policy, Politics and Power," The School Administrator 39(1) (January 1982), 16-17.

"More Than Contract: The Changing Relationship of Teachers to the Governance and Operation of American Schools," a report to the Eli Lilly Endowment, 1980.

"A Preliminary Research Report: The Logic of Citizen Participation in Public School Collective Bargaining," (report to National Institute of Education, The Claremont Graduate School, 1980).

"A Preliminary Research Report: Labor Relations and the Muddling of School Governance," (a report to the National Institute of Education, The Claremont Graduate School, 1980).

"A Preliminary Field Report: The Impact of Citizen Participation on Collective Bargaining and School Governance" (report to National Institute of Education, The Claremont Graduate School, 1979).

"Anti-strike Law: Risky at Best," Los Angeles Times, Opinion page, October 24, 1977.

with Frank Cassell and Ronald Rogers, Educational Planning in the Labor Market: Linking Occupational Education to Regional Economic Development (Evanston: Northwestern University Project for Vocational Education Planning, 1976).

with Frank Cassell and Leslie Nathanson, Planning for Vocational Education and Regional Development (Evanston: Northwestern University Project for Vocational Education Planning, 1975).

**SELECTED PRESENTATIONS AND PAPERS**

"It Takes A Barrio: The Saga of Roosevelt High School and the Boyle Heights Learning Collaborative," presented at Waterbury Summit, Pennsylvania State University, June 7, 2007.

"Creating a Culture of Literacy in Boyle Heights: A Report to the Community, January 2007.

"Creating a Culture of Literacy in Boyle Heights: An Evaluation Report to the Annenberg Foundation of the Boyle Heights Learning Collaborative, December 2006.

"Institutional Change in Public Education: The Case of Los Angeles," presented at Stanford University symposium in honor of Professor Michael Kirst, also presented at the American Educational Research Association Annual Meeting, San Francisco, April 2006.

Industrial Relations Research Association, Annual Meeting, Washington, January 3, 2003. Labor-Management Relations in Government Employment (Panel on 2003 Research Volume).

and David Menefee-Libey. American Educational Research Association, Annual Meeting, New Orleans April 4, 2002. "Making Sense of School Reform Politics: An Updated Framework Applied to the Los Angeles Case."

Massachusetts Education Association, Organizing around Quality Conference, Keynote Address, March 13, 2002.

Paper presentation, "The Struggle for the Knowledge-Based Work Place," Society for the Advancement of Socio-Economics (SASE), annual meeting, London School of Economics, July 2000.

Keynote speech, "Paying Mindworkers: What is the Incentive to Teach," The Council for Greater Philadelphia Conference on Educational Reform, April 2000.

Keynote speech, "The Four Questions," Massachusetts Teachers Association Professional Issues Conference, Worcester, MA, April, 2000.

Paper presentation, with Julia Koppich, "Rethinking Labor-Management Relations: It's a Matter of Trust, Or Is It?," American Educational Research Association, New Orleans, April 2000.

Keynote speech, "What Kind of Teachers Do You Want" Danforth Forum on Educational Leadership, November 1999.

Paper presentation, with Jason Abbott, "Implications of the Health Care Revolution for the Organization of Public School Teachers," National Education Association Conference on Union Reform, Washington, DC, October 1999.

Symposium, "Developing Policy Designs for Renovating Transitional Links from High School to Vocational Pursuits," American Educational Research Association, San Diego, 1998.

Keynote speaker, "United Mind Workers," National Education Association, staff conference, Grenelle, Florida, January, 1998.

Keynote speaker, "United Mind Workers," National Education Association, leadership conference, Del Mar, California, November 1997.

Speaker, "Unions and Technology," National Education Association technology conference, Washington, D.C., November 1997.

Symposium, "United Mind Workers," American Educational Research Association, Chicago, 1997.

Invited keynote presentation, Reconsidering Partnerships: The Prospects for Teachers and Governments. Partnerships in Educational Reform Conference, (Australian Education Union; Australian Department of Education, Employment and Training), Canberra, June 1994.

"Post Industrial Education" University Council for Education Administration annual meeting, Philadelphia, November, 1994.

Invited Lecture, Union Power and Post-Industrial Society, Oxford University, Institute of Education, November 1993.

Symposium, Education Reform, Union Reform and Institutional Change, American Educational Research Association, Atlanta, April, 1993.

Invited Presentation, "Labor Relations" Joyce Foundation Urban Superintendents Seminar, Chicago, January 1993.

Invited Presentation, Mayor's Roundtable on Educational Reform, Chicago, February 1993.

Invited Speech, "The Generational of Labor Relations," National Education Association State Presidents and Directors Meeting, New Orleans, November 1992.

Invited Panelist, "Labor Relations," Fortune Magazine Educational Summit, Washington, D.C., September 1992.

"The Invention of Professional Unionism in Public Education," a symposium at the American Educational Research Association Annual Meeting, April 20-24, San Francisco, 1992.

Invited Speech, "The Role of Unions in Educational Reform," National Education Association National Conference on Collective Bargaining, Portland, March 1992. Published as "Inventing Professional Unionism," Proceedings, 1993.

"Superintendent Role Changes and Labor Relations Reform," presented as part of a symposium on our research, American Educational Research Association, Annual Meeting, Chicago, Illinois, April 5, 1991.

with Julia Koppich, Byron King and Joseph Weeres, "This Could Be the Start of Something Big: Labor Relations Reforms in the 1990s" presented at the University Council for Educational Administration Annual Meeting, Pittsburgh, October 29, 1990.

"On Not Acting Like a Professor: Notes on Encouraging Teacher Researchers," presented as part of a symposium on teacher research organized with CGS students, American Educational Research Association, Annual Meeting, March 31, 1989.

"A New Generation of Teacher Unionism," Education Week, January 20, 1988.

"Professional Labor Relations" invited testimony before the Commission on School Leadership, San Francisco, October 1987.

"Can Educational Trust Agreements Improve the Quality of Education?" Panel presentation at the American Federation of Teachers QuEST Conference, Washington, July, 1987.

"From Equity to Excellence," paper presented to American Educational Research Association Annual Meeting, Washington, April 1987.

"Perspectives on an Emerging Profession?" Panel presentation at National Education Association National Conference, "Shaping the Future," St. Louis, February 14, 1987.

"A Multi-Level Analysis of Career Ladder Reform: State, District, and School Perspectives " Symposium Discussant, American Educational Research Association Annual Meeting, San Francisco, April 1986.

"Inventing Governance," speech before the American Federation of Teachers Community College Conference, October 1986, San Francisco.

"Negotiating Work Roles: Teaching Behavior in the United States" with Michael Murphy, presented at the 1986 AERA annual meeting, San Francisco.

"Studying Teacher's Work in International Perspective: A User-Friendly Approach," with Michael Murphy, presented at the Association for Teacher Education in Europe annual meeting in Tilburg, The Netherlands, September 1985.

"Toward Professional Unionism," speech given at the American Education of Teachers QuEST Conference, Washington, D.C., July 7, 1985.

"Teaching Reforms: Union Reforms," paper given at the California Commission on the Teaching Professions, July 1985 (invited testimony before the Commission, May 1985).

"The Idea of a Teacher's Union," speech given at the University of California, Riverside, March 3, 1985.

Paper entitled, "Exit and Voice in Teacher Work Prescriptions," given at the American Educational Research Association Annual Meeting, New Orleans, April 26, 1984.

"Flood Tides and Aging Swimmers: The Supply and Demand of Public School Teachers," paper given at the American Political Science Association Annual Meeting, Politics of Education Association Section, September 4, 1983.

"Labor Relations and Teaching," a presentation prepared for the Conference on the Effects of Collective Bargaining on School Administrative Leadership, July 9-10, 1982, University of Oregon.

"Teaching Work: Conference on the American High School," speech in June 1982 at the University of California at Berkeley.

Critic, at an invited symposium, "The Future Federal Role in Education, Politics of Education Association," at the American Educational Research Association, New York, 1982.

"The Micropolitics of Influence in Schools and Classrooms," American Educational Research Association, New York, 1982.

"Models of the Mind in Decision Making," paper given with Beverly Benjamin at the American Educational Research Association, New York, 1982.

"The Structural Impacts of Unionization," symposium for the American Educational Research Association, New York, 1982.

"The Organizational Effects of Teacher Organizations and Bargaining," American Educational Research Association Annual Meeting Symposium, New York, 1982 (Mitchell and Kerchner).

Symposium entitled, "The Impact of Collective Bargaining on School Policy and Programs," for the American Educational Research Association Annual Meeting, Los Angeles, 1981 (Mitchell and Kerchner). This presentation, before the American Association of School Administrators in 1981, and the associated paper were granted that organization's annual award as "The Best Research in School Administration."

Presentation given for the Association of California School Administrators' Collective Bargaining Committee, 1980.

Panel, with the American Association of School Administrators, Anaheim, California, 1980.

Colloquium at the Education Department, State University of New York, Albany, in December 1980.

"Unionism in Education: Its Implications for Political and Organizational Theory," a symposium for the American Educational Research Association Annual Meeting in Boston, 1980 (Mitchell and Kerchner).

"Bargaining Process Costs," paper for the American Educational Research Association Annual Meeting, Toronto, 1978.

"Unionization of College Presidents," paper given at the American Educational Research Association Annual Meeting in San Francisco, 1976.

## TEACHING

Classical and Contemporary Organizational Thought, an introduction to organizational behavior, decision making, and problem solving in complex organizations.

Urban Educational Leadership Program, taught core courses on developing indicator systems for student achievement and an introduction to the literature on organization leadership.

The California Educational Policy Seminar, a topical seminar in educational policy. Topics have included: Education and Urban Development, Bilingual Education and Proposition 227, The Struggle to Reform Urban Education.

Administrative Credential Programs. Designed CGS's programs in education administration 1987-1992. Taught Schools as Complex Organizations, Human Resource Development, Administrative Internship.

On a less regular basis:

Human Resources Management, a seminar on organizing work places for professionals. Reviews the history of workplace design beginning with Frederick Winslow Taylor, and considers current reforms in light of their implications for professionalization.

Theory and Practice of Labor Relations, a political and social psychological interpretation of work groups and worker organizations in the society.

A Workshop in Labor Relations, a practice-oriented course in labor law as structure, and the dynamics of collective bargaining.

Educational Finance, an introduction to the microeconomics of education centering around the analysis of classrooms as the primary determinant of resource flows.

Negotiations and Conflict Resolution in the Business Administration and Executive Management Programs.

Methods of Inquiry and Research, a research and proposal design seminar.

#### INSTITUTIONAL AND FIELD SERVICE

##### **Institutional committees:**

Graduate Council, 1978-1979  
Commencement Committee, 1979-1980; chair 1980

Academic Standards, 1984-1986, 1992  
Appointment, Promotion & Tenure 1990-1991, 1992, 1999-2002  
Nominations, 1992

Chair of Task Force on Research Administration, the recommendations from which were instrumental in starting CGU research office.

##### **Departmental Program Development**

Instrumental in developing and leading The Claremont Graduate School Credential Programs in Educational Administrations and program in Urban Leadership.

Instrumental in establishing and servicing the Claremont Educational Partnership, an institutional reform consortium of seven school districts and The Claremont Graduate Schools, 1986-91. Program development, field service, executive committee membership.

Co-Director, Claremont Higher Education Management Institute, 1978-81.

##### **Invited Presentations, Consultancies, and Field Service (partial list)**

National Education Association, Mayor of Chicago, Rockefeller Foundation, Governor of Colorado, National Center for School Leadership, American Association of School

Administrators, Claremont Unified School District, Santa Monica-Malibu School District, Bonita Unified School District, California Commission on The Teaching Profession, California Commission on Educational Leadership, Association of California School Administrators, Californians for Educational Excellence, The Los Angeles Educational Partnership, California Commission on School Reform.

**Memberships**

American Educational Research Association

Governmental Relations Committee, 1991-1994

Politics of Education Association (publications committee, 1987-88, 1990--; bulletin editor, 1985-87)

Industrial Relations Research Association

American Association of School Administrators

Higher Education Committee, 1989-91

Phi Delta Kappa

Association for Supervision and Curriculum Development

**Listings**

Who's Who in America

Who's Who in American Education

Who's Who in California