

## IF YOU ARE A

School or College / University  
Administrator

Independent / Charter School  
Executive

Information Technology Director  
Board Member or Trustee  
Teacher / Education Association  
Leader

Staff Development Director  
Human Resource Manager  
Legislative and Government Leader

## THIS CONFERENCE IS FOR YOU!

**INVITED KEYNOTE SPEAKERS**  
**VICE PRESIDENT AL GORE**  
**SENATOR JOHN GLENN**  
**and DR. LINDA ROBERTS**

Office of Educational Technology,  
US Department of Education

### Keynote Speakers

**DR. TERRY DEAL**  
author of "Leading with Soul"

**DR. MARGARET WHEATLEY**  
author of "Leadership and the New  
Science"

**DR. STAN DAVIS**  
author of "Future Perfect" and  
"The Monster Under the Bed"

### Featured Presentations

**DR. JOHN PHILLIPO**  
Executive Director, CELT

**DR. ALLEN SCHMIEDER**  
Program Director,  
US Department of Education

### Featured Sponsors



**KEYNOTE SPEAKER ANNE-LEE VERVILLE**  
General Manager, IBM Worldwide Education Industry

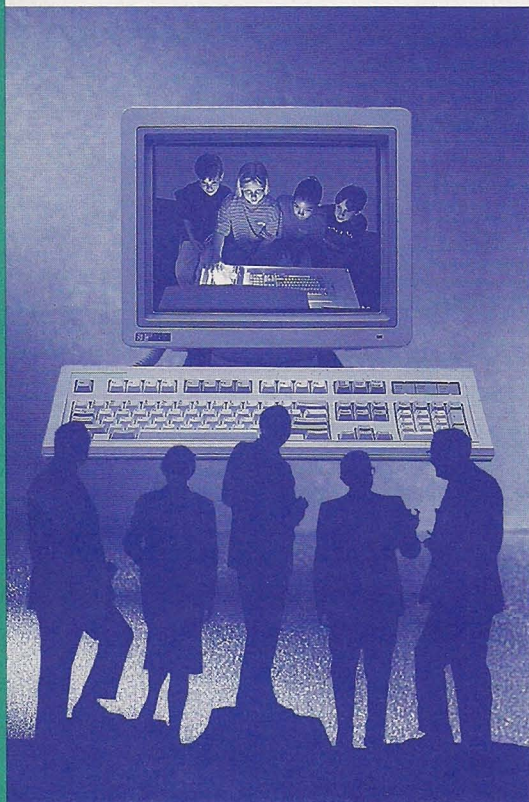


*Towers Perrin*

**TECHNOLOGY  
& LEARNING**

**EARLY BIRD SPECIAL!** 1st 100 paid attendees receive complimentary copy of  
**STAN DAVIS' "The Monster Under the Bed — How Business Is Mastering the Opportunity of Knowledge for Profit"**

## SUCCESSFUL SOLUTIONS FOR YOUR COMMUNITY'S LEARNING CHALLENGES



## TECHNOLOGY, LEARNING, AND STAFF DEVELOPMENT FOR THE 21st CENTURY<sup>®</sup>

### INTERNATIONAL CONFERENCE & EXPOSITION

*Practical tools and strategies to enhance  
human resource management and the  
effectiveness of learning organizations*

**May 14 - 16, 1997**

The Renaissance<sup>®</sup> Washington Hotel  
Washington, DC

### You will learn to . . .

- Assess alternative strategies for planning and delivering staff development programs based upon contemporary views of adult learning
- Plan and retrofit learning and training environments that can enhance staff development and performance
- Identify the appropriate uses of technology to develop, align, and manage human resource information
- Create a community learning network that connects homes, schools, and business / industry for an enriched learning environment
- Use new partnership strategies to meet the common goals of teacher / education associations and learning organizations
- Develop the leadership skills necessary to guide, manage, and improve organizational performance
- Employ a competency-based approach to human resource management and organizational restructuring

### This program provides you with . . .

- Internationally recognized keynote speakers from the government, education, and corporate sectors
- Best practice case studies from schools, universities, and corporations
- Sources of federal technology funds
- Facilitated topical discussion groups
- New national standards for professional development
- The latest FCC regulations and implications for education
- Guidelines for using the Internet and intranets to enhance curriculum development and instruction
- Steps to become a comprehensive learning organization
- Customized conference strands to meet your personal and professional objectives
- Professional networking opportunities

### TEAM DISCOUNT! LEARN MORE AND SAVE!

"Teams build initiative, reinforce success, foster cooperation, and multiply resources."

— Project-Based Education

### Conference Presented by

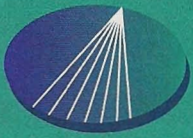


**LESLEY**

Lesley College Center  
for Adult Learning

To register call 703 / 356 8376 or fax 703 / 790 7237 Questions? call 508 / 624 4877 x1400

[www.celt.org/conference/index.htm](http://www.celt.org/conference/index.htm)



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Communications and Technology

## WHY LINK TECHNOLOGY, LEARNING, AND HUMAN RESOURCE MANAGEMENT FOR THE 21st CENTURY?

*The Center for Educational Leadership and Technology, Inc. (CELt), in conjunction with Lesley College, is pleased to present an international conference on technology, learning, and human resource management. This world-class gathering and timely information exchange will focus on the use of technology and competency-based human resource management approaches to improve performance in 21st century learning organizations. The conference agenda uniquely blends stimulating keynote addresses with "best practice" case studies and practitioner-oriented panel discussions.*

**I**N PUBLIC, PRIVATE, AND CORPORATE learning organizations, people are the most critical and costly resource. Approximately 85 percent of a learning organization's operating budget supports its human resources with expenditures exceeding \$15 billion annually. Because of the reflective focus of learning organizations on their human resource practices and policies, many of these organizations are now struggling with the role technology can play to enhance organizational performance. Contemporary research indicates, however, that the acquisition of technology tools alone will not bring about improvement. It must be accompanied by a comprehensive and systematic transformation of the manner in which the organization itself functions.

Given that technology changes how, when, and where we learn, what are the new human resource competencies (skills, knowledge, and behavioral attitudes) required to create and sustain a high-performing, team-oriented work environment? What are the human resource management approaches and information technology programs designed to improve organizational dynamics and employee effectiveness? Answers to these and other critical questions will be presented and discussed at the Technology, Learning, and Staff Development for the 21st Century conference where attendees will meet colleagues, human resource consultants, technology solution providers, and organizational leaders involved in researching, planning, and leading 21st century learning organizations.

### Who should attend . . .

**SCHOOL OR COLLEGE / UNIVERSITY ADMINISTRATORS** seeking innovative ways to improve staff performance through competency-based human resource management

**DEANS AND DIRECTORS OF CONTINUING AND TEACHER EDUCATION PROGRAMS** who want to learn more about required teacher competencies and how to integrate them into the curriculum

**INDEPENDENT / CHARTER SCHOOL EXECUTIVES** interested in adapting competency-based models to meet their organizational development needs

**INFORMATION TECHNOLOGY DIRECTORS** concerned about the effective implementation of present and emerging technology to enhance human resource management

**BOARD MEMBERS AND TRUSTEES** concerned with accountability and return on investment for human resource development and technology acquisitions

**TEACHER / EDUCATION ASSOCIATION LEADERS** responsible for representing the professional and employment needs of their members within learning organizations

**STAFF DEVELOPMENT DIRECTORS** designing new strategies for aligning professional development initiatives with technology competencies and multidimensional supervision and evaluation practices

**HUMAN RESOURCE MANAGERS** interested in identifying staff technology competencies and using technology tools for staff assessment

**LEGISLATIVE AND GOVERNMENT LEADERS** interested in the impact of competency-based human resource development on state / federal restructuring and reform initiatives

**TECHNOLOGY AND HUMAN RESOURCE VENDORS** seeking to acquire a better understanding of clients' needs, to improve products / services, and to develop new markets

### BRING A TEAM! LEARN MORE AND SAVE!

"To be successful, a team generally needs people who bring varied expertise and who can fill a variety of roles — organizing, detailing, moderating, etc."

— National Science Foundation, CISE Education Infrastructure Grant

To register call 703 / 356 8376 or fax 703 / 790 7237 Questions? call 508 / 624 4877 x1400

[www.celt.org/conference/index.htm](http://www.celt.org/conference/index.htm)

## INVITED KEYNOTE SPEAKERS



### VICE PRESIDENT AL GORE

Al Gore was inaugurated as the 46th vice president of the United States in January, 1997. As Vice President, Gore has formed an unprecedented partnership with President Clinton, serving as an advisor and as head of a wide range of Administration initiatives. Throughout his career in public service, Vice President Gore has sought to prepare our nation for the challenges of the information age. President Clinton's technology economic plan is based in large part on legislation introduced and steered to passage by then-US Senator Gore. Moreover, Vice President Gore has led the effort to ensure that every school in the nation has Internet connectivity by the year 2000.

### SENATOR JOHN GLENN

John Glenn, as a senator from Ohio, has worked to build a legislative record that reflects the changing needs and growing concerns of the nation. In the 104th Congress, he is the ranking member of both the Governmental Affairs Committee and the Subcommittee on Military Readiness and Defense Infrastructure for the Senate Armed Services Committee. He is considered one of the Senate's leading experts on technical and scientific matters. Glenn received many honors for serving in 149 missions in two wars, and received the Space Congressional Medal of Honor for being the first American to orbit the earth.



### LINDA ROBERTS

#### TECHNOLOGY, LEARNING, AND STAFF DEVELOPMENT: A NATIONAL PERSPECTIVE

Linda G. Roberts is director of the Office of Educational Technology and special advisor to the secretary of the US Department of Education. Dr. Roberts was named Electronic Learning Magazine's "Technology Educator of the Decade," and received the US Distance Learning Association's Eagle Award, the Federal 100 Award in Information Technology, and the Zenith Data Systems Award for Leadership and Excellence in Educational Technology.

## PRE-CONFERENCE WORKSHOPS

## WEDNESDAY, MAY 14, 1:00-4:30 PM

Pre-Conference sessions are hands-on, interactive workshops designed to promote the sharing of ideas and best practices as participants apply the tools and techniques they learn to their own organizations. Choose one session to deepen your understanding of one of the key conference topics.

### WORKSHOP 1 CHANGING THE WAY WE MANAGE CHANGE

CHARLES MOJKOWSKI, President, Technology Applications Associates

Managing change effectively in complex organizations requires fundamentally rethinking traditional models of the change process, and crafting new approaches for understanding and facilitating transitions and transformations. Participants will apply selected tactics, tools, and techniques to typical change management problems, particularly those associated with technology systems and applications.

### WORKSHOP 2 STAFF DEVELOPMENT PROGRAMS THAT WORK

JENELLE LEONARD, Supervisor for Instructional Technology, Prince William County Schools

Changes in schools, technology, and the school age population have given greater importance to staff development programs. While the importance and resources expended have increased, staff development programs have largely remained the same. This workshop will guide you through the process of creating a staff development program that is effective and engaging and will meet the goals of your system. In this workshop you will learn the characteristics of an effective staff development program, hear what other systems are doing, and apply this knowledge to your own system. Participants will work on their plan in the workshop.

### WORKSHOP 3 BUILDING COMPETENCY PROFILES FOR STAFF DEVELOPMENT

STEPHANIE MEEGAN and ROSE SWENSEN, Center for Educational Leadership and Technology

Competencies are a means by which an organization may align its human resource management and staff development systems to enhance organizational and individual performance. This hands-on workshop will use a strategic planning framework to develop function-based competencies which may be used for selection, assessment, and staff development planning. Using technology competencies as an example, participants will gain an understanding of the competency development process; a step-by-step guidebook to lead them through the critical development stages; and a hands-on application of the competency development process to their own organizations.

*Technology and Education Reform Planning – how to make it all come together and meet your education reform goals*

From reform, technology planning, and procurement to staff development programs that meet current and future needs — your challenges are enormous. Workshops and seminars will help you focus your efforts, provide you with CELT guidelines and templates, and offer you customized direction.

*Contact the Center for Educational Leadership and Technology for information on seminars and workshops near you. Call 508 / 624 4877 x1401.*

## KEYNOTE SPEAKERS



**LEADING WITH SOUL: CARRYING THE HEART OF YOUR ORGANIZATION INTO THE 21ST CENTURY**  
DR. TERRY DEAL

Dr. Deal will focus on the importance of recapturing spirit in the workplace and relearning how to lead with soul. Leading with soul requires giving, and leaders in the 21st century need to give up their organizations if they and the organization of which they are a part are to succeed together. Dr. Deal expounds upon four main gifts in his presentation: love, authorship, power, and significance.

Dr. Terrence (Terry) E. Deal is a former teacher, principal, and administrator who received his Ph.D. in Educational Administration and Sociology from Stanford. He has taught on the faculty of Harvard and Stanford and currently teaches courses in Organizational Theory and Behavior, Symbolism, Leadership, and Power & Spirit in Organizations at Peabody College of Vanderbilt University. Dr. Deal's book, **Corporate Cultures**, co-authored with Allen Kennedy, was an American bestseller. He also authored **Leading with Soul**.



**SELF-ORGANIZING SYSTEMS: ORGANIZATION IN THE 21ST CENTURY**  
DR. MARGARET WHEATLEY

The twenty-first century is creating extraordinary demands on organizations for speed, adaptability, and continuous learning. These are not attributes of traditional organizations but are readily observable in living systems. If organizations are living systems, we need to rethink our ideas about leadership, competencies, the role of information and information technologies, structures, policies and procedures. None of our past thinking moves us into the future.

Dr. Margaret J. Wheatley is president of the Berkana Institute and a principal of Kellner-Rogers & Wheatley, Inc. Formerly, she was an associate professor of Management at Brigham Young University. She is co-author, with Myron Kellner-Rogers, of **A Simpler Way**. Her best-selling book, **Leadership and the New Science: Learning about Organization From an Orderly Universe**, was named "Best Management Book of 1992" by Industry Week Magazine.

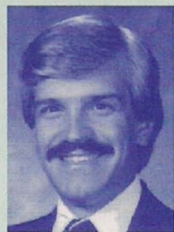


**HOW BUSINESS IS MASTERING THE OPPORTUNITY OF KNOWLEDGE FOR PROFIT**  
DR. STAN DAVIS

The same forces that are driving knowledge to double every seven years are also ending schooling as we have known it. As the information revolution continues to reshape our society, and as the marketplace for learning changes from K-12 to K-80, business is coming to bear a major responsibility for educating people of all ages — at work and at play.

Dr. Stan Davis is active in research, writing, consulting, and public speaking in the areas of strategy, management, and organization of major corporations and fast-growing enterprises. He has served on the faculty of the Harvard Business School, Columbia, and Boston University, and his most influential work, **Future Perfect**, won Tom Peters' Book of the Decade award. His book **The Monster Under the Bed**, is about creating and marketing knowledge-based products and services.

## FEATURED PRESENTATION



**EFFECTIVE STRATEGIES FOR LINKING ORGANIZATIONAL, TECHNOLOGICAL, AND STAFF DEVELOPMENT TO IMPROVE STUDENT LEARNING**  
DR. JOHN PHILLIPO

To be successful in the 21st century, schools, colleges / universities, and other learning organizations will replace hierarchical organizational structures with interconnected webs of project teams. These teams must be supported by a comprehensive information technology system and communications infrastructure which provides accurate, timely, and integrated information about learners, curriculum, instructional activities, assessment strategies, human resources, and staff development opportunities.

Dr. John Phillipo is executive director of the Center for Educational Leadership and Technology. A former teacher and school administrator, Dr. Phillipo is nationally recognized as a resource consultant for school districts, businesses, and state and federal departments of education on issues related to design and implementation of networks and information technology systems. Dr. Phillipo completed his doctoral degree studies at Harvard Graduate School of Education in the area of administration, planning, and social policy.

## FEATURED KEYNOTE SPEAKER



**PREPARING A WORKFORCE FOR THE DEMANDS OF THE 21ST CENTURY**  
ANNE-LEE VERVILLE

Many homes, malls, and workplaces are already in the information age where technology is a tool. Today's students and employees live and work in a continually transforming environment where jobs require higher skills than in the past and technology is more and more pervasive. Ms. Verville will address how workplace demands for skills are changing and why these changes are critical; the implications for schools, higher education, and business; and the role of technology in education.

Anne-Lee Verville is the general manager for IBM's Worldwide Education Industry, which works with educators to create technology-based solutions for educational challenges. Her article, "What Business Needs from Higher Education," in ACE's **Educational Record**; her work with the nation's governors and educators; and her speaking engagements have made her a leading voice on developing skills for a global economy and the role of technology in education.

## FEATURED PRESENTATION



**THE TECHNOLOGICAL REVOLUTION IN EDUCATION ARRIVES IN 1997 — RULES FOR REVOLUTIONARIES!**  
DR. ALLEN SCHMIEDER

Dr. Schmieder will present a summary of critical issues and action steps in education reform and an array of potentially powerful new technology education programs and resources. The new Technology Innovation Challenge Grants, Technology Literacy Challenge Fund, and Blue Ribbon School Technology models will be featured.

Dr. Allen Schmieder is one of the nation's pioneers in education reform and the new technologies. He has authored more than 200 publications, and his many significant contributions include developing and leading nationwide programs in performance-based education, science, mathematics, health, and technology. He recently served two years in the White House, helping to develop the high-tech GLOBE program. Dr. Schmieder currently has major responsibilities relating to the new Technology Challenge Programs, Blue Ribbon Schools, and other innovative departmental initiatives.

## STRAND A STAFF RESTRUCTURING AND ORGANIZATIONAL DEVELOPMENT

**4:30  
to  
5:30  
PM**

### NEGOTIATING THE FUTURE OF PUBLIC EDUCATION: THE ENTERPRISE COMPACT FOR TEACHERS, THEIR UNIONS, AND SCHOOL ADMINISTRATORS BARRY BLUESTONE

In an era when society increasingly blames teachers, their unions, and school boards for poor student performance, it is necessary for them to recommit themselves jointly to world-class education. The "Enterprise Compact" model shows that these groups can build explicit co-responsibility for improving school effectiveness and efficiency into their relationship. This session will focus on

- The crisis facing public schools on the eve of the 21st century
- The elements of the "Enterprise Compact"
- The first steps to implementing an "Enterprise Compact"
- Challenges of "customization"

## STRAND B LEARNING AND TRAINING ENVIRONMENTS FOR THE 21ST CENTURY

### 300 BILLION DOLLARS: FUNDING AND OTHER RESOURCES FOR DEVELOPING NEW TECHNOLOGY- CENTERED EDUCATIONAL PROGRAMS ALLEN SCHMIEDER

Dr. Schmieder will summarize the \$300 billion of resources for education from private and government sources; will give more detail on government funding programs; and will focus in on the major new Technology Challenge Grant (\$60 million) and Technology Challenge Fund (\$200 million) Programs administered by the US Department of Education.

## STRAND C COMPETENCY-BASED HUMAN RESOURCE STRATEGIES

### COMPETENCY-BASED HUMAN RESOURCE WORKFORCE PLANNING SYSTEMS CONNIE SEIDNER

The rapidly changing business environment places added demands on HR processes. In response to this need, a competency-based, performance-based model for self-assessment has been developed using online tools to support capability assessment, development planning, and strategic workforce deployment. This presentation will

- Describe two related, intranet-based tools for capability assessment and development planning
- Describe the process of developing business-based work profiles
- Discuss the implications for educators and evaluators

## STRAND D DECISION SUPPORT SYSTEMS FOR PERSONNEL MANAGEMENT

### TECHNOLOGY TRENDS AND HOW THEY IMPACT DISTRICT TECHNOLOGY PLANS BRIAN HAUF and KAREN JAMES

Product marketing insiders from the world's leading direct manufacturer of personal computers give technology decision makers line-of-sight to technology trends that impact district plans. As a manufacturer of computer systems, Dell has one eye on the technology industry and one eye on the needs of their customers. In this session, technology coordinators and champions alike will hear about trends they need to know in order to plan effectively. Including breaking news from Intel, 3Com, and other technology leaders, Dell brings these trends into focus for educators.

## 5:30 BIRDS OF A FEATHER SESSION

**to  
6:30  
PM**  
Do you have a challenging, compelling problem or issue in your learning organization for which you seek experienced answers? Want to hear what others are doing across the country? This open forum provides an opportunity for you to share your ideas and concerns with your colleagues from around the country, and to develop the creative solutions you seek to your common questions. Bring your questions and insights; we will provide a setting conducive to lively interaction with your peers.

## 5:30 SOCIAL NETWORKING DINNER

**to  
10:30  
PM**  
CRUISE THE POTOMAC ABOARD THE RESTAURANT CRUISE SHIP "DANDY"  
Transportation will leave the hotel at 5:30 PM and return to the hotel at 10:30 PM. \$60 per person includes dinner, dancing, transportation, tax, and gratuity.

## *Seminars, workshops, and consultants to help you plan effective staff development activities!*

Districts need to focus their divisions and functions on the right competencies to meet their goals. CELT seminars and services provide you with time-tested templates, guidelines, and sample competencies to help you meet your goals.

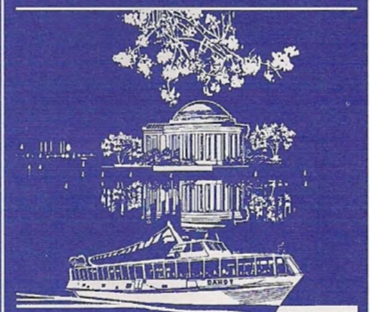
Consultants can also meet with you to discuss your staff development needs.

*Contact the Center for Educational Leadership  
and Technology for information on seminars,  
workshops, and consultant services.*

*Call 508 / 624 4877 x1401.*

*Gourmet Dining,  
Dancing,  
and an  
unparalleled  
view of  
our Nation's  
Majestic  
Monuments*

## RESTAURANT



## CRUISE SHIP DANDY

2:05  
to  
3:05  
PM

**STRAND A**  
STAFF RESTRUCTURING AND  
ORGANIZATIONAL DEVELOPMENT

**STAFF DEVELOPMENT FOR  
TECHNOLOGY INTEGRATION: A  
RESEARCH-BASED MODEL**

JACQUI CELSI  
Imagine a classroom that hums with activity . . . Simply putting computers into classrooms does not guarantee a fundamental change in the teaching and learning processes. During this session, we will present the following

- Research model for effective technology staff development
- Design framework for integrating technology into the curriculum
- Model for supporting teachers through the change process
- Strategy for creating a sustainable and scalable technology staff development program

**STRAND B**  
LEARNING AND TRAINING  
ENVIRONMENTS FOR THE 21ST  
CENTURY

**UNIVERSAL ACCESS AND THE  
IMPLICATIONS FOR EDUCATION**

JAMES RUBIN  
This presentation will discuss the FCC's Universal Service Rule and how it applies to education. Topics to be covered include

- Description of the FCC's Universal Service Rule
- Implications for schools and for libraries
- Implementation issues
- Outlook for the future

**STRAND C**  
COMPETENCY-BASED HUMAN  
RESOURCE STRATEGIES

**IMPROVING ORGANIZATIONAL  
PERFORMANCE THROUGH  
COMPETENCY-BASED HUMAN  
RESOURCE MANAGEMENT: A CASE  
STUDY**

STEPHANIE MEEGAN  
and ROSE SWENSEN  
This program will use a case study approach to introduce participants to CELT's conceptual framework, practical implementation steps, and essential resources to integrate competency-based human resource development for

- Results-based staff development
- Supervision and evaluation
- Restructuring
- Technology supported human resource management

**STRAND D**  
DECISION SUPPORT SYSTEMS FOR  
PERSONNEL MANAGEMENT

**CREATING HIGH-PERFORMANCE  
STANDARDS FOR STUDENTS:  
STAFF, SCHOOL BOARD, AND  
CONSULTANT COLLABORATION**

JOHN MOODY with CRM and K-RAN REPRESENTATIVES  
The Salem School District has established thirteen graduation standards, based on state curriculum frameworks, by creating collaborative relationships with professional staff, school board members, and consultants. This workshop will focus on how to engage professional staff, elected officials, and consultants in creating structures that support this change process through

- Strategic planning
- Establishing superintendent's academies
- Creating a technology infrastructure to maintain longitudinal data
- Defining evaluation parameters
- Developing and assessing progress
- Reporting results

3:15-4:15 **KEYNOTE ADDRESS PREPARING A WORKFORCE FOR THE DEMANDS OF THE 21st CENTURY — ANNE-LEE VERVILLE, IBM WORLDWIDE EDUCATION INDUSTRY**

**PRESENTERS**

... in alphabetical order

MARY A. ADAMS is senior vice president and chief operating officer of ISIM University and ISIM Distance Training Group. Ms. Adams helped pioneer learner-centered distance education programs via the Internet and other technologies. A frequent speaker at professional conferences, she has authored several publications on distance education, learning, and technology.

MARY LOU BALBAKY-ERICKSON is an organizational and human resource management consultant with over twenty years' experience developing strategic human resource management strategies, solutions, and tools. She frequently leads public seminars in applying state-of-the-art competency modeling methods. She received her Ph.D. in Sociology from Brandeis University.

KARLA BAEHR DeLETIS is a former district superintendent now teaching courses in educational administration and curriculum and instruction at Lesley College, where she is developing models for faculty and school collaboration.

STEPHEN M. BROWN is currently the dean of the Center for Adult Learning and professor of Management and Education at Lesley College. Dr. Brown is a frequent presenter and trainer to professional groups and conferences. He is co-author of *Outsourcing Human Resources* and co-editor of *Evaluating Corporate Training*. Dr. Brown maintains a consulting practice in the areas of training, education, management development, and organization development. Dr. Brown received his doctorate in Education at Boston University.

BARRY BLUESTONE is professor of Political Economy at the University of Massachusetts - Boston and a Senior Fellow at the University's John W. McCormack Institute of Public Affairs. Dr. Bluestone continues to serve as policy advisor to the Democratic leadership in both the US House and Senate. His latest book, *Negotiating the Future: A Labor Perspective on American Business*, co-authored with his father, Irving Bluestone, traces the history of labor-management relations since World War II.

JACQUI CELSI is one of the designers of the Apple Staff Development business at Apple Computer, Inc. Ms. Celsi brings nine years of Apple Classrooms of Tomorrow (ACOT) research experience and six years of classroom experience to the project. She joined the ACOT project in 1987 as a support specialist, served as a research project manager, and two years ago became ACOT's evangelist. With her current work, Ms. Celsi is focusing on bringing the ACOT experience to all educators.

ESTHER COLEMAN, executive director of the American Association of School Personnel Administrators (AASPA) began her career as a kindergarten teacher, and has been a presenter and consultant in leadership, workplace diversity, cooperative learning, and classroom diversity. She has worked with the Virginia ASPA; instructed new personnel administrators; written an academy curriculum; and served as editor of award-winning publications.

BERNARD CULLEN, a founding partner of Cambria Consulting in Boston, MA, has helped organizations such as Anderson Consulting, Citibank, Hewlett Packard and Weyerhaeuser design and implement performance evaluation and management, professional development, and recruiting / selection systems for their IT/IS organizations.

BILL DONNELLY is a member of the district committee for technology and is a network systems expert and professional consultant to the Tinton Falls, New Jersey School District.

LESLIE R. EDWARDS, Ed.D., is the principle instructional designer for AMDAHL Corporation and is responsible for the Education-On-Line initiative, whose mission is to provide media-based self-study on the World Wide Web.

JOAN FENWICK is the director of the AT&T Learning Network and has represented AT&T on all issues related to K-12 education for over eight years. She is a frequent panel participant on education reform and technology and works with numerous national associations on issues related to the effective use of technology in the K-12 classroom. Most important, she began her career as a high school math teacher.

SALLY HARRISON is a former classroom teacher and principal who is currently directing the Standards and Assessment Office for the Edmonds (WA) Public Schools.

DAVID HASELKORN is president of Recruiting New Teachers, Inc. At RNT, Mr. Haselkorn has overseen studies on state policies to improve the teacher workforce, teacher recruitment and awareness programs, and studies for para-educators, career ladder, and urban teacher induction programs. Mr. Haselkorn also serves as a special assistant for Educational Policy and Initiatives to David Rockefeller, Jr., chairman of Rockefeller Financial Services; and as a senior policy advisor to the National Commission on Teaching and America's Future.

BRIAN HAUF currently manages the Product Marketing and Merchandising Team for ESL. Prior to his brand management activities, he served as a business development manager for both Dell Corporate and Dell Americas.

GARY HOWORKA brings a rich and varied background to the assessment industry. For six years, Dr. Howorka worked as a CPA. He then decided to return to school and obtain his doctorate in Information Technology. In 1994, Dr. Howorka joined FeedbackPlus as executive vice president.

KAREN JAMES is desktop marketing manager for the education and government markets and has been with Dell for 2 years. She has managed major product launches and key product transitions, working closely with Dell's product planners and Dell's sales teams.

PETER KARAVITES is a member of the board of education and of the district technology planning committee and strategic planning council of the Tinton Falls, New Jersey School District.

PAT KULESZ, M.Ed., MBA is president and co-founder of K-RAN Design Inc., and is affiliated with the Center for Creative Leadership, Management Research Group, and Saville & Holdsworth. She has worked extensively with organizations and executives to enhance their leadership effectiveness. Her work involves enhancing organizational and individual competency using an array of assessment methods and experiential learning activities.

JENELLE LEONARD serves as supervisor of instructional technology in Prince William County Public Schools, VA. Her responsibilities include K-12 instructional technology curriculum development and integration, hardware/software selection and procurement, staff development training, and providing support and technical assistance to the local schools. Additionally, she is responsible for the implementation of division-wide instructional technology initiatives and serves as a resource person for all instruction program areas. Recently, Jenelle Leonard joined the US Office of Technology as an educational technology consultant.

ELIOT LEVINSON is the president of B/L/E Brennan/Levinson Enterprise, a management firm specializing in the planning and implementation of technology-based programs in schools; and strategy/training services for technology firms working in the education market. Dr. Levinson has been a middle school principal and teacher, assistant to the chancellor of schools in New York City, and researcher/teacher at the Rand Corporation, MIT's Sloan School, and the Kennedy School of Government.

TIM LUCAS is the principal of the Willard School (K-5) in Ridgewood, New Jersey. For the past six years, Tim has been involved with teaching systems thinking to students K-5, leading staff development courses K-12, and focusing on building a learning organization in his school community.

THERESA McDADE has worked in a variety of educational roles—elementary and high school teacher, supervisor, administrator, college instructor, and assistant superintendent. After leaving education, she has been a business consultant, executive of a 360 assessment firm, and opened her own feedback and assessment business: Feedback Plus.

STEPHANIE MEEGAN is an educational consultant, national speaker, and author of two nationally-recognized curricula. A former teacher and school board member, she currently provides strategic planning and human resource development services for schools and state departments of education through CELT.

CHARLES MOJKOWSKI, president of Technology Applications Associates and associate professor at Johnson and Wales University in Providence, has served as an independent consultant to education and business since 1976. In education, he works primarily in the areas of school and curriculum improvement, leadership and organizational development, and applications of technology which support that work. Dr. Mojkowski received his doctorate in Educational Research and Evaluation and Secondary Education from Boston University.

CAROL D. MOLDAN is the current superintendent of the Tinton Falls School District in Monmouth County.

JOHN H. MOODY is the current assistant superintendent of schools for the Salem, New Hampshire School District. Formerly, he served as the assistant superintendent of the Exeter, New Hampshire School District, and principal of the Woodbury School in Salem, New Hampshire. Mr. Moody is a former K-12 principal, teaching principal, and classroom teacher.

OSAMA MORAD, Ph.D., is a senior education specialist with AMDAHL Corporation tasked with defining the architecture for the Education On-Line initiative.

GERI RAICHEL, director of Curriculum, Instruction, Staff Development, and Technology for the Tinton Falls, New Jersey School District, is the former technology coordinator.

LYNN REUSS is the New York State Model Schools Coordinator for K-12 instructional technology. She has worked in this capacity for over ten years and is a liaison to the legislative task force and IBM K-12 client advisory board. Ms. Reuss is a national, state, and local spokesperson on instructional technology issues.

ROB RICHARDSON is CELT's director of Organizational Development. He has developed and managed successful education and business services for over twenty years. His technology curriculum, designed with teachers and computer industry representatives, was awarded a US Presidential Citation.

PETER ROTHSTEIN is director of R&D programs at Lotus Institute. He is responsible for the Institute's research, development, and education projects and relationships in this area. He leads the design and research efforts related to the Lotus Learning Space application for Lotus Notes.

JAMES (JAMIE) RUBIN is the director of the Education Task Force at the Federal Communications Commission. He graduated from Yale Law School in 1993 and has been a corporate litigator with Sullivan & Cromwell in New York City; New York State Finance Director for Clinton/Gore '96; and special assistant to the White House Director of Legislative Affairs.

CONNIE SEIDNER is a senior consultant in Digital Equipment Corporation's Competency Assessment and Measurement group. Her industry experience includes the development and evaluation of learning interventions across multiple delivery platforms. She has taught educational psychology and social psychology at Boston University, and holds a Ph.D. in Education and an M.A. in Sociology from the University of Southern California.

LEN SIMUTIS is director of the Eisenhower National Clearinghouse for Mathematics and Science Education at the Ohio State University, and served with the Ohio Board of Regents as the first acting director of the Ohio Library and Information Network (OhioLINK). He received his M.A. and Ph.D. from the University of Minnesota.

JERRY SMITH is the education market manager with Sprint's National Integrated Service Division. Jerry is responsible for the development and marketing of Sprint's telecommunications services to all levels of the education market. Jerry has taught in most every level of education from middle school through university. He has also served in several higher education planning and telecommunications positions. Most recently, he served as telecommunications manager at the Massachusetts Institute of Technology.

DENNIS SPARKS, now serving as executive director of the 8,000-member national Staff Development Council, has been a teacher, counselor and co-director of an alternative high school. He completed his Ph.D. at the University of Michigan in 1976 and has taught at several universities. Dr. Sparks is also the executive editor of *The Journal of Staff Development*, has written articles for a wide variety of publications, and is the co-editor of the ASCD videotapes, "Effective Teaching for Higher Achievement and School Improvement through Staff Development."

BERNICE STAFFORD is co-founder of the Lightspan Partnership, Inc. where she currently serves as director of Market Planning and Development.

LEES STUNTZ, executive director of the Creative Learning Exchange, founded the organization to create a successful networking center for all K-12 educators interested in systems thinking and dynamic modeling. She has experience in building organizations from the volunteer sector and has served on her local school committee for the last nine years.

ROSE SWENSEN is the program manager for human resources at CELT. She has over seven years of experience in developing, delivering, evaluating, and marketing technical training programs to both corporate and university audiences. She holds an M.B.A. degree with a concentration in human resources management from the University of Wisconsin-Madison.

RICK THOMPSON has over thirty years of technical and management experience in all aspects of information systems design and development in both the public and private sectors. He has managed data centers with staffs of 200 employees including systems development services and data center operations for statewide agencies and a large financial institution.

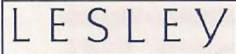
ROBERT TINKER has pioneered the development of innovative uses of educational technology. At TERC, he developed the idea of using the network for collaborative student data sharing and investigations. Two years ago, he started the Concord Consortium to concentrate on applications of networking in education. He now directs four major research and development projects that use networks for professional development and student learning. Bob earned his Ph.D. in physics from MIT and has taught college physics for ten years.

MICHAEL WALKER, a Towers Perrin principal and leader of Towers Perrin's General Management Public Sector and Education Practice, has extensive experience performing comprehensive studies for school districts and state education agencies. Mr. Walker has worked as an analyst for the US Department of Health and Human Services; as a consultant to the US Departments of Energy, Labor, and Agriculture; and holds an M.B.A. degree, with distinction, from the Wharton School of the University of Pennsylvania.

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