

Preparing Educational Leaders as Change Agents

by Leonard A. Valverde

At the heart of achieving the HBLI mission, improving the education of Hispanics, is the preparation of a new wave of persons as change agents who will be able to assume strategic leadership roles. If educational practices of administration, curriculum and instruction, be it at the K-12 level, the community college and/or the 4-year university, are to change so that Hispanic youth succeed in their education, then persons in significant roles will have to bring about such changes. Through the W.K. Kellogg grant, HBLI will support thirty-two fellows with a \$20,000 a year fellowship to pursue full time doctoral studies in educational leadership over 3 consecutive years. While at first glance, increasing the number of Hispanics with a doctorate by thirty-two does not seem significant, HBLI believes just the opposite.

The HBLI perspective is founded on the following principles. The new doctorates will be well prepared to facilitate change. The fellows will be prepared to assume executive roles in educational organizations, such as superintendents of public schools, presidents of community colleges, and executive directors of regional or national associations. By being in these high authority positions and skilled in creating new environments, the HBLI graduate will impact large numbers of constituents. For example, a superintendent, by selecting school principals and central office administrators, can impact on hundreds or thousands of students. Similarly, HBLI graduates in executive director roles of professional associations can influence the nature of member institutions by helping to formulate policy. Besides the



As part of the HBLI mission of learning about the U.S. - Mexico border, ASU fellows Gloria Amendáriz and Ernestine Garcia travelled to Tubutama, Sonora, Mexico as part of their history class, U.S. - Mexico border issues. Pictured is the church in Tubutama.

multiplier effect, add the time factor. Each HBLI graduate will have a minimum of twenty years of service before retirement. Thus the scope of impact can be sizable not only at a given time (i.e. thirty-two change agents in thirty-two different organizations) but also over a twenty-year time period.

The program of study for the thirty-two doctoral fellows at the four participating universities will focus on five areas. 1) Learning to facilitate change in educational enterprises. 2) Gaining a comprehensive understanding about American education, K-12, community college and university levels. 3) Acquiring information about the Mexican educational system. 4) Understanding policy formation. 5) Knowing U.S. Mexico border issues (such as immigration) and their influence on education.

It is understood that the current curriculum at the four respective universities where the fellows are (will be) undertaking their doctoral studies does not have curriculum suited to match the five foci. Thus, the HBLI grant will support two curriculum development efforts. One is to support faculty to develop new courses that will not only be offered to the HBLI fellows

but to other doctoral students as well. Two is to bring to campus experts, be they practitioners or professors at other universities with expertise in one of the five areas noted above, so that the HBLI fellows can interact and begin developing their own networks. By underwriting these two activities, it is believed that the nature of preparation programs will change as well. To date, some of these anticipated changes have occurred at ASU and NMSU. For example, at ASU three different faculty members have designed four new courses.

Another key principle of the HBLI doctoral program component is diversity, both among the fellows and the participating institutions. For example, the current eighteen fellows come from California, Colorado, New Mexico, El Salvador, and Texas. There are nine women and nine men representing K-12 classroom teachers and administrators, community college instructors and administrators, university professional staff, private associations and public agencies. They range in age from mid-twenties to forties. As for institutional diversity, UT Pan American is designing an entirely new program of study for the HBLI fellows

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From the Executive Director



Leonard A. Valverde

With this issue of *Adelante*, we are pleased to initiate the HBLI newsletter. Plans are to publish our newsletter three times a year, Fall, Spring, and Summer. The newsletter will be another means for us to share information about activities and report our progress. The newsletter will join our monthly bulletin, *Entre Nosotros*, and our web page www.hbli.org as another way for individuals and organizations to learn about HBLI.

For readers learning about HBLI for the first time, HBLI is a six-year program funded in part (over four million dollars) by the W.K. Kellogg Foundation. It originated in 1996 with four higher education institutions (Arizona State University, New Mexico State University, Southwest Texas State University and Paradise Valley Community College) and has since grown to three more institutions (University of Texas Pan American, Palo Alto College (TX) and the University of California at Riverside). **The mission of HBLI is to improve the education of Hispanics in the United States by promoting systemic change.** To accomplish this mission, three major interdependent components are being pursued. 1) Eighteen of (ultimately) thirty-two Hispanics are undergoing doctoral studies at ASU and NMSU to become change agents. The remaining fourteen will study at UT Pan American (starting Fall 1999) and in University of California at Riverside. 2) Forty-five K-12 school board members and community college trustees have participated in leadership development seminars. At least 30 more will participate in future seminars. 3) Policy at the state and national level will be examined and shaped.

With this issue of our newsletter and those to come, you will be able to learn more in detail about our efforts with each of the three major components. In addition, you will become acquainted with the various persons and organizations that are a part of the HBLI familia. As HBLI reaches its third year, our network continues to expand and our scope of influence increases. We hope that this newsletter will serve not only to inform you of our worthwhile work but, more importantly, will cause you to join HBLI to improve the education of America's fastest growing and youngest population. ■

HBLI CALENDAR

1998	August 3-5	New Fellows Orientation	ASU Campus
	Sept. 10-13	School Board Leadership Seminar	Phoenix, AZ
	Sept. 16-20	Consortium for North American Higher Collaboration & International Consortium of Educational and Economic Development	Vancouver, B.C.
	Oct. 29-30	Coordinating Council Meeting	San Antonio, TX
	Dec. 10-12	National Advisory Panel Meeting	Tucson, AZ
1999	Jan 16-17	New Fellows Interview	Edinburg, TX
	Jan. 25	Application Deadline for 1999 Fellows	
	Jan. 30	NMSU Fellow Presentation at NABE National Conference	Denver, CO
	Mar. 26-27	Joint Seminar of ASU and UT Kellogg Fellows	Tempe, AZ

Board Leadership Training Essential HBLI Element

The third of HBLI's board leadership development seminars took place in Phoenix in September with a full house. Two earlier trainings were held in San Diego, CA and San Antonio, TX (see photos of participants).

The Phoenix session, like earlier ones, was very well-received by the fifteen attending board members, according to Dr. Jaime Chahin, member of the Coordinating Council and Vice-President at SWISU. Dr. Chahin said the intended purpose of the seminars is two-fold: to inform Hispanic board members of pertinent issues of board leadership practice and to allow fellows a networking opportunity with school board members, community college trustee and university regents from the Southwestern United States.

Attending in Phoenix were Esther Campos (Houston ISD), Joe Colunga (Brownsville ISD), Maria Ferrer (Santa Clara County Board of Education), Richard Fimbres (Pima County CC), César Guzman (Brawley Elem. School District), Francisco A. Martínez (Eagle Pass ISD), Raymond Martínez (Napa Valley Unified), Maria Neves Perman (Southwestern College), Margaret Quifones (Santa Monica / Malibu Unified), Enriqueta Ramos (Rancho Santiago CCD), Yolanda Sandoval (Brighton School District), Maria Nieto Senour (San Diego CCD), Pete Tafoya (Ventura County CCD), Eliseo Vega (Port Isabel ISD) and Lorenza Zúñiga (San Elizario ISD).

Sessions covered a wide spectrum of issues which are relevant to Latinos at a number of levels. K. Forbis, Professor Emeritus at Arizona State University, addressed the group on public finance; Amando Ruiz of Saddleback College (CA) spoke on board leadership with internal and external constituencies; James R. Vasquez, retired superintendent of San Antonio Edgewood ISD and current Director of the El Paso Regional Education Service Center, talked about the relationship between a CEO and school board; former Arizona State Senator Jaime Gutierrez discussed the role of politics and the how-to's of effective lobbying; attorneys Robert Rodríguez and Jesus Ramirez detailed legal and ethical responsibilities of board members relative to bond sales; and Dr. Roy Rodríguez of NMSU gave the group an overview of understanding educational laws.

Several ASU fellows (Gloria Amendáriz, Ernestine García, Esigio Uballe, and Sylvia Peregrino) were also present during parts of the training and were able to meet and network with the board members.

Change agents

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and its emphasis will be to work on the Mexican side of the U.S. - Mexico border. At ASU, the focus is on urban settings and large institutions. At NMSU, the focus is on rural settings. The southern California institution will focus on suburban development and educational reform.

Lastly, the doctoral program will include fellows in the school board trustee leadership development seminars, the legislative policy seminars and a summer internship. By participating in these types of HBLI-organized events, the fellows will be exposed to two groups and associated issues which are normally not found in regular doctoral studies, i.e., elected officials and current policy discussions. With the fellows involved with this type of enriched and tailored curriculum over a three-year period, they will be well prepared to not only assume leadership roles but to create a better educational experience for Hispanics immediately and for the next twenty years. ■



Participants at the September 1998 Phoenix Board Leadership Training.



Participants at the San Antonio Board Leadership Training in April 1998.



Participants at the second Board Leadership Training in San Diego, CA in June 1998

H B L I W e l c o m e s

Five new HBLI doctoral fellows joined the first cohort of three at Arizona State University to begin doctoral studies in educational leadership. The new fellows are:



Gloria Jo Armendáriz Hometown: Silver City, NM

Education: A.A. Computer Design, New Mexico State University, B.A. Bilingual Elementary Education, College of Santa Fe
M.A. Children's Literacy, University of New Mexico

Work Experience: Gloria's career has been in the area of classroom instruction as a bilingual teacher. Her most recent position was that of bilingual teacher in San Antonio, TX for 3rd and 1st grades. She previously taught 2nd grade in Albuquerque in a dual language classroom. She has also set up Mac labs and trained teachers on computer lab use.

Career Goals: Interested in working to establish a K-12 school that prepares border students for success in the United States and Mexico

Areas of Research Interest: Bi-national curriculum, restructuring, and Title VII.



Ernestine M. Garcia Hometown: Cheyenne, WY

Education: B.A. Elementary Education, University of Wyoming, M.A. Education Administration, Colorado State University, Type D Administration Certification, Colorado State University

Work Experience: Ernestine has an extensive background in administration, curriculum and instruction. She was an elementary principal for the past 11 years. She was Director of Instruction for 7 years, Bilingual Resource teacher for 2 years and Bilingual classroom teacher for 2 years.

Career Goals: Wants to return to Colorado and become Superintendent of Schools.

Areas of Research Interest: Dual Language bilingual programs



Vicki A. Leal Hometown: Greeley, CO

Education: B.A. English, University of Northern Colorado, M.A. College Student Personnel Administration, University of Northern Colorado

Work Experience: Vicki has a number of years in university positions, the most recent as Director of the César Chávez Cultural Center at the University of Northern Colorado in Greeley. Prior to that, she was with the TRIO program at UNC as Coordinator of Culture, Climate, Communication and Advising, and as Coordinator of Tutorial Services.

Career Goals: Interests include policy analysis at the national level and university administration

Areas of Research Interest: Access and higher education, Affirmative Action, Chicana issues in the broader context of Chicano studies.



Miranda L. López Hometown: Falfurrias, TX

Education: B.A. Psychology/Sociology, University of Texas at Austin, M.A. Psychology, Texas A&M Corpus Christi, Post-baccalaureate Ph.D. studies in School Psychology, UT Austin, Secondary Teacher Certification, UT Austin

Work Experience: Miranda has extensive experience in community college work. For the past 11 years, she was Director of Marketing and Public Information at Laredo Community College (TX) where she was responsible for college advertising, news, publications, and special events. Prior to that she was a Counselor/Coordinator of Services for Special Populations at LCC. She also gained work experience at the Dean of Students Office at UT Austin in the Orientation program, at the Measurement and Evaluation Center and the UT Law Library.

Career Goals: College/university administration or teaching, policy research

Areas of Research Interest: Issues of access and equity in higher education, women as college administrators, community college transfer, and student retention.



Sylvia Peregrino Hometown: El Paso, TX

Degrees Earned: B.A. Chicano/a Studies & Political Science, University of Texas at El Paso, M.S. Urban Policy & Management, New School for Social Research

Work Experience: Sylvia has held numerous research and consulting positions with a particular focus on community and economic development. Most recently she served as a field associate at the Center for Urban Policy Research. At the Community Development Research Center she conducted an evaluation of a foundation's national jobs initiative and of the NY Empowerment zones.

Career Goals: Applied policy research at a university, non-profit organization or government

Areas of Research Interest: Human capital development of "at risk" populations

Second Cohort

Four new HBLI doctoral fellows joined the first cohort at New Mexico State University to begin doctoral studies in educational leadership. The new fellows are:



Eduardo C. Arellano, Jr.

Hometown: El Paso, TX

Education: B.A. Political Science, University of Texas at El Paso, M.P.A. University of Texas at El Paso

Work Experience: Ed has been involved in community development work as Project Coordinator for Project Change in El Paso. Also, he has been a research assistant for a number of projects including Centro de Salud Familiar La Fe, Inc. and Center for Sustainable Neighborhoods at UTEP. He has been a teaching and research assistant at the University of Texas at El Paso.

Career Goals: Higher education administration, teaching and research.

Areas of Research Interest: Higher Education Community Development Projects-Assessment and Best Practices



Dolores Gross-Delgado

Hometown: El Paso, TX

Education: B.S. Education, University of North Texas, M.P.A., University of Texas at El Paso

Work Experience: Dolores has extensive experience in grant writing and public administration and has authored over \$6 million in funded grants for foundations and non-profits. Most recently, she was an independent consultant for non-profits. She has been Director of Public Policy for the Greater El Paso Chamber of Commerce and Associate Director of the El Paso Collaborative for Community and Economic Development. She was also an instructor at El Paso C.C. and a district assistant for U.S. Congressman Ronald D. Coleman.

Career Goals: To write, train, consult, lecture and work on policy issues in education, with an emphasis on higher education and equity issues. Would also like to publish poetry, short fiction and children's books.

Areas of Research Interest: Impact of private sector and philanthropic funding on higher education



Rachel Ortiz

Hometown: El Paso, TX

Education: B.A., Commercial Art, Texas Woman's University, M.A. Human Resources Development and Management, Webster University

Work Experience: Rachel has most recently served as the Coordinator for the Women in Technology Project at El Paso Community College. This project is a Carl Perkins grant-funded program that is designed to assist low-income women to transition into technology majors at EPCC.

Career Goals: To assist in bringing equitable change in community colleges

Areas of Research Interest: Advanced technology center development, Community College policy issues, and Sex roles in education



Mariela Aime Rodríguez

Hometown: Brownsville, TX

Education: B.A. Our Lady of the Lake University, M.Ed. Reading, University of Texas at Brownsville, M.Ed. Education Administration, Our Lady of the Lake University

Work Experience: Mariela has several years' experience as an elementary classroom teacher. Most recently, she was an elementary reading specialist at the Northside Independent School District in San Antonio, TX. Prior to that, she worked with the Brownsville ISD as a bilingual elementary teacher.

Career Goals: Public school administration, university professor, educational consultant

Areas of Research Interest: Standardized test bias and its effect on minority students, gender, leadership styles and successful performance

UT Pan American Joins HBLI Consortium



The University
of Texas
Pan American

The University of Texas Pan American joins the HBLI consortium as the latest institution preparing doctoral students for change agent roles. Beginning in Fall 1999, UT Pan Am will have seven (7) three-year, \$20,000 doctoral fellowships available to students pursuing a Ph.D. in educational leadership.

Dr. Miguel Nevarez, president of UTPA, said, "The HBLI-Kellogg Fellows program will provide an opportunity for scholars to work in an area that is fertile territory for cross-cultural research in learning and teaching. Truly, leadership in education will be enriched by the experiences of the Kellogg Scholars."

Located in Edinburg in the Rio Grande Valley of Texas, UTPA is the fifth largest component of the flagship University of Texas system. With an Hispanic enrollment of about 86% (of 12,300), it enrolls the largest percentage of Hispanics of all Texas universities and ranks second in the nation. Education is the largest college at UT Pan American, with more than 2,002 undergraduate and 879 graduate students.

Dean of the College of Education, Dr. Hilda Medrano, remarked on UTPA's selection to the consortium and the establishment of a new doctoral program in the Rio Grande Valley. "We are very excited about having this opportunity, and being able to give this opportunity to some of our educators in the Rio Grande Valley. We were selected partly because of our position geographically on the border of Mexico and the United States, and because of the needs and challenges that we face in the Rio Grande Valley."

Campus director of the program at UTPA will be Dr. Patrick Lynch, professor of Educational Administration. Prior to joining the faculty at Edinburg, Dr. Lynch was at Penn State University. Lynch said that this program affords a special opportunity for educators and administrators to prepare themselves for administrative and policy positions. He has researched and written on the culture of schools in the South Texas Valley.

Persons interested in learning more about the UTPA program may contact Dr. Lynch at (956) 316-7173 or by email at pdlynch@panam.edu, or by accessing the HBLI web page at www.hbli.org.



The Social & Behavioral Sciences Building at UTPA in Edinburg.

Platica Series Brings Noted Scholars



Dr. Ray Padilla from Arizona State University kicked off the 1997 Platica Series at New Mexico State University. He is pictured with NMSU/HBLI-Kellogg Fellows (L to R): Michelle Valverde, Janelle Taylor-García, HBLI Associate Director Lucia Rodríguez, Padilla, Miriam Muñoz-Quiz, Bonavita Quinto, Fernando Quiz, Luis Quiñones, and Dr. Enrique Solíz, HBLI Coordinating Council Member.

One aspect of the doctoral studies program is a series of distinguished scholar presentations, called the Platica Series. As part of the formal learning experience, noted experts, university professors and scholar-practitioners from a cross-section of policy areas come to campus for two days of dialogue. Speakers have come from educational institutions, the social sciences, legal profession, news media, governmental agencies, and similar leadership roles. While on campus, each guest presenter conducts a seminar just for HBLI fellows, gives a public presentation for the university community and a general presentation for the public, and is available to HBLI fellows for one-on-one conversation.

The 1997-1998 platica series was telecast to & from NMSU & ASU. thus all the fellows at both campuses had access to all the speakers. New Mexico State University set the tone with an impressive line-up of speakers for their Fall 1998 Platica Series. In November, Dr. Rose Lee Patron, Executive Director of the Office of Multilingual/Multicultural Education at Fresno (CA) Unified School District spoke of the necessity of multilingualism in the 21st century. Participants were introduced to bilingual programs that work, that empower students, and produce outstanding outcomes for bilingual students.

The Spring 1998 series continued the tradition and gave fellows a unique opportunity to network and learn from noted Hispanics and others in the fields of immigration, media and education. Fellows at Arizona State heard Dr. Mercedes de Uriarte speak of the media's treatment of Hispanic issues, Leonel Castillo speak on immigration issues, and Mexican educator Dr. Fernando León García and Los Angeles classroom teacher and reformer Sal Castro talk about improving the education of Hispanics.

This December, renowned civil rights activist and farmworker organizer, Dolores Huerta, co-founder and secretary-treasurer of the United Farm Workers of America, AFL-CIO will be at NMSU. César Chávez once said of her, "Totally fearless, both mentally and physically." She has played many key roles-negotiating the first collective bargaining agreement for farmworkers, heading the UFW national grape boycott, and directing UFW's political and lobbying efforts. Huerta will speak of La Causa, the farmworkers' cause, especially with respect to the current political environment and trends in the U.S. and across this continent.

Rounding out the Fall Platica series at NMSU will be Dr. Ramon A. Gutierrez, Associate Chancellor of the University of California, San Diego. His public presentation, entitled, "Time, Memory and Experience: The Politics of Chicano History," will focus on how different social groups within the Chicana and Chicano communities have organized time and memory in their accounts of the past, and visions for the future. His workshop for the fellows, "Mental and Physical Strategies for Academic Success," will teach students how to focus and will address actual strategies of work and focus to overcome writers block, self-doubts, and related psychological issues.

The Platica series will continue at NMSU and ASU in the Spring 1999 term. NMSU already has booked noted Latino film producer/documentarian Hector Galan, producer of the PBS documentary, Chicano! A History of the Mexican-American Civil Rights Movement. ASU is scheduling four persons for spring 1999.

Coordinating Council

Dr. Raul Cárdenas, President
Paradise Valley Comm. College

Dr. Jaime Chahin, V.P.
Southwest Texas State University

Dr. Enrique Solís, President
Palo Alto College

Dr. Leonard A. Valverde, Exec. Dir.
HBLI & Professor ASU

HBLI Member Institutions

Arizona State University
New Mexico State University
Paradise Valley Community College
Palo Alto College
Southwest Texas State University
University of California at Riverside
University of Texas at Pan American

Coming in the Spring issue, 2nd year fellows and their areas of dissertation/research interest.

ASU 2nd Year Fellows

Eugenio Arene
Carlos Nevarez
Esiquio Uballe

NMSU 2nd Year Fellows

Janelle Taylor-García
Luis "Nacho" Quiñones
Bonavita Quinto
Fernando Quiz
Miriam Muñoz-Quiz
Michelle Valverde



The **HBLI Adelante Newsletter** is published three times a year (fall, spring, summer) by the Hispanic Border Leadership Institute at Arizona State University. Editor is Dr. Leonard A. Valverde; Staff Writer is Miranda L. López, HBLI Fellow and Graduate Assistant. Your comments and suggestions are welcome.

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