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01/30/1989 - Calabrese Authors Article

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FOR IMMEDIATE RELEASE:

CALABRESE AUTHORS ARTICLE

CHARLESTON, IL.--"Ethical leadership is synonymous with effective schools," according to Dr. Raymond L. Calabrese, associate professor and chair of the Educational Administration Department at Eastern Illinois University.

Calabrese, theme editor for the December National Association of Secondary School Principals (NASSP) Bulletin on "Ethics and Education," also wrote the lead article, "Ethical Leadership: A Prerequisite for Effective Schools. He says an effective principal must be an ethical principal.

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Among the other contributors to the theme were William Bennett, former Secretary of Education, and James Edgar, Illinois Secretary of State and an Eastern alumnus.

In his article, Calabrese said, "The ethical principal is concerned that money is used correctly, that people are treated fairly, that teachers teach effectively and that coaches teach their players to play hard and fairly.

"They are also concerned that the curriculum evolves to meet societal needs, students are held accountable and parents are incorporated into the school process."

Calabrese offers 10 guidelines on how principals can exercise ethical leadership.

"To avoid violations of trust and exercise ethical leadership, principals should first develop a vision consistent with sound educational philosophy," he stated.

Calabrese suggests principals apply strong moral leadership, make discrimination an ethical and educational issue through staff development where policies, attitudes and actions are examined, and act in the best interests of the students and the community.

"Effective principals build community. They visualize the school as a single unit where groups cooperate ... Working to build community with shared goals and values is a primary goal of the ethical and effective principal," Calabrese said.

He added that right issues are not always popular issues and that the astute principal reflects on issues, examines all sides and determines if ethical considerations exist.

Calabrese believes the effective principal must have service as a primary goal and constantly evaluate the school, its members and its programs in light of more effective delivery and assistance.

Principals must also make moral courage an integral part of their roles and must communicate ethical behavior, integrity and moral action, he concludes.

Calabrese, who also has a book review included in the NASSP Bulletin, has written widely on the subject of adolescent alienation and education and is theme editor of a forthcoming issue of the NASSP Bulletin on "Alienation: The Secondary School at Risk."