

# The New York Times

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\$1.50 beyond 75 miles from New York City, except on Long Island

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have attracted widespread here and in the markets of and Chicago. Critics contend tions would constitute experiment intervention in the

ement that could force consider immediately the commission suggests the instability in the stock e Dow Jones industrial ped 140 points on Friday.

will be very difficult for act, especially if we have calm markets, as they e until last Friday," said meider, a former general the Commodities Futures nmission and now a lawyer with Rosenman & Colin.

othing illustrated the com- dings better than the fact iday, computerized auto- g, which the report blamed oint stock market plunge as said to have greatly ac- e declining market.

## Opposition Predicated

was any indication of the olatility in the markets, we there to be a further ap- eveloped for the need for ges," said Representative Markey, Massachusetts and chairman of the House Commerce Subcommittee nunciations and Finance.

fter weeks of heightened ex- he task force, led by Nicho- dy, a former Republican o now heads the brokerage on, Read & Company, de- port to the White House that uch about what caused the rash, but whose recommen- reordering Federal regula- markets seemed sure to run

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## INSIDE

### General on Visit

ntonio Noriega, the military n who has been criticized by on, is in the Dominican Re- what he called a private e 12.

### and Browns Win

F.L. playoffs, the Vikings e 49ers, who had the sea- record, 36-24. The Browns e Colts, 38-21. Section 5.

get "some mileage" out of criticizing

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local residents and reporters who had been in Gaza when it was sealed told Reuters that there had been vio-

that carry workers to jobs in Israel were not running and Arab youths

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The New York Times/Susan Greenwood

Helen Dahmon, a teacher's aide, working with a youngster at Palmetto Elementary School in Miami.

## Miami Schools: Laboratory for Major Changes

By EDWARD B. FISKE

Special to The New York Times

MIAMI — In an experiment intended to cut through red tape and create a new management model for large urban school districts, the Dade County Public Schools have turned the running of 32 schools over to teams that include teachers and parents.

"It's the classroom teachers who know what kids need," Joseph A. Fernandez, the Superintendent of Schools, said in describing the approach. "It's time to let them try things that they think will work."

The experiment has required waivers from the teachers' contract that are jointly authorized by Mr. Fernandez and union officials, subject to board ratification. Most of the 100 waivers granted so far involve changes in

curriculums and in teachers' work schedules, job descriptions and working conditions. The three-year project involves a shifting of resources rather than any new spending.

"This is our last shot at making the public schools work," said Pat L. Turnillo Jr., the executive vice president of the union, the United Teachers of Dade. "Either we change our schools dramatically, or the public will look for some other alternative."

### Breaks With Tradition

While similar projects have been tried in smaller systems like Hammond, Ind., or Rochester, the experiment in Dade County has attracted the interest of educators nationwide. The system is the nation's fourth-largest, with 260 schools and 255,000 students, and it embraces Miami and dozens of

smaller cities. And in many ways, Dade County reflects problems that affect other urban school systems. It has a dropout rate of about 30 percent, about the same as the national average, Mr. Fernandez noted.

The experiment, which began this fall, has produced some startling breaks with tradition, including these:

When parents of students attending Palmetto Elementary School complained that their children were not

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The extent of the radiation dose to the subject of scientific dispute.

The report noted some improvements in monitoring at plants around the nation but said that one problem encountered in the Three Mile Island accident still exists: "Workers might be exposed to unacceptable doses while making radiation measurements."

The study also said that care should be taken to avoid placing monitoring equipment where it would be contaminated in an accident, when it would be most needed.

### PRIVAT-DRUGS Treatment

DOUGLAS H. BISTELL, a spokesman for General Public Utilities, which owns the Three Mile Island plant, said the company had not seen the final version of the report but that a recent draft of the report "broad-brush treatment of the intricate, broad-based monitoring and labeled dose familiarity with T.M.I.'s monitoring systems, which are highly effective."

In addition, General Public Utilities provided letters taking issue with the report from two researchers hired by the fund whose work formed a major component of the study. One, David M. Walker, of the Science Technologies Corporation of Marietta, Ga., said that material he provided was "being used out of context to imply conclusions and recommendations which differ from those of the authors."

According to Dr. Berger, the scientific advisers differed with Dr. Dyer on some points. As an example, Dr. Dyer had called a pipe rack in the vicinity of the plant "a nuclear pile," which was not correct, after the study's Virginia release. Dr. Berger said that the advisers had persuaded the scientists that plant operators diagnosed the problem as a "wind radiation monitoring system" called for by the Regulatory Commission.

Also took note of the problem, the report says, was the fact that the advisers had not been given the full report. The report is free to the public, but the full report is available only to the public at the Mile Island Public Hearing, 722 Locust Street, Philadelphia 19103. The report is free to the public at the Mile Island Public Hearing, Harrisburg, Pa., area and nonpublic institutions. The report is \$15.

## Some Unrealistic Expectation

Not everything has gone smoothly. In some cases teachers approached the plan with unrealistic expectations. "They thought that things would be changed in a day," said Shirley Hekman, chairman of the management team at Palmview High School. "They didn't realize it takes work."

growth of state legislation, passed in 1972 that allowed school boards to give greater autonomy to individual schools. It was rarely used in Miami, mainly because the union distrusted past school administrators and changed that teachers would not be given a say in how the autonomy would be exercised.

In December 1986, looking for ways to enhance teacher professionalism, the Dade County Board of Education unanimously approved the pilot program to do just that. With union encouragement, the board invited faculties at the district's 260 elementary, junior high and senior high schools to come up with plans for shared decision-making at their schools.

The first task for participative

[illegible]

All of the governing committees have become involved in shaping their schools' budgets — a task that led to some major changes in staffing

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At South Miami Junior High, which has a program for artistically talented students, the management team decided to end eight full-time sharped positions, mostly teachers, and use the money to hire outside instructors hourly to teach dancing, cello and other specialized subjects.

Many of the groups changed the curriculum. Palmetto Elementary, for example, has new performance-oriented music classes.

### Special Problems for Schools

Because Miami has such a large Cuban population and is still a center for arriving immigrants, the schools must deal not only with problems resulting from urban poverty but also with those resulting from a student population in which 40 percent have a mother tongue other than English. At North Miami Elementary School, all pupils must now take Spanish classes. Quite a few schools took steps to rearrange the usual 30- or 50-minute classroom periods. At Sunset High

Perhaps the most radical change has been the blending of administrative and teaching functions and the creation of pay scales for the faculty at individual schools. In most other schools, the



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apparent one potentially expressing the issue: teacher evaluations. The can't-remember-why principle applied to the resistant principal's public school evaluations. But 16 of the participating schools now train teachers to do so.

But the regular system was left in place in other schools where teacher-ferried peer evaluation could create personal problems.

The biggest benefit, many say is that teachers have a sense of ownership in what they are doing.

Atlanta, O'Leary, a third-grade teacher at North Miami Elementary School, recalled that this fall her school had to move half the teachers into new classrooms — a sensitive job because it involves "sometimes disruptive changes in the working environment."

The order to move normally would be issued by a principal. But this time the teachers' union and teachers in each department to design a solution

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## Better schools are sought in a new approach to management.

that would satisfy not only their own needs but those of the whole school.

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that would satisfy not only their own needs but those of the whole school. "Before, you would have gone to a faculty meeting and be given the decision as if it came down from heaven above," she said. "In this case we all had some input. We were treated as professionals. What more could you ask for?"

Shared decision-making has significantly altered the role of the principal investigator. While they are still accountable to whatever happens in their schools, principals must now operate as managers of a governing process, rather than as decision-makers. Those in the project welcome the change.

"In a coach," said Lawrence Faltman, the principal of Palmiero Elementary, "I'm involved in their budgeting and policy-making and hiring advice, consult, soothe feelings, find out where the tensions are, play devil's advocate. I'm still accountable. If we're missing \$25,000, don't blame the research committee. But I like it. People are starting to trust each other."

If the experiment proves successful, the question arises: Whether shared decision-making should be used in all schools. Some say it requires a special breed of educators: principals who are secure and flexible and teachers willing to make special efforts in return for better working conditions.

Others, though, say there is nothing inherently natural about it. "Successful teams are often built on a foundation of trust," says one school principal. "It's not a magic formula, but it is a necessary condition." He adds that the "volunteer" approach is necessary, "or we can ruin people in a new way by doing things. But eventually this becomes the norm."

The management team at Nautilus Junior High School tried to replace an assistant principal with two faculty members, but the district rejected the idea, and such tasks as disciplining and counseling these "teacher deans" and each seeing \$1,200 more a year in pay. Similarly, Horace Mann Junior High School has given responsibility for curriculum development to some teachers and pays them an extra \$3,500.

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