

## DOCUMENT RESUME

ED 360 225

SO 023 171

AUTHOR Olikier, Michael A.  
 TITLE B. Othanel Smith, Douglas McGregor, and the  
 Philosophical Analysis of the Discourse of  
 Institutional Democracy in Education: An Essay with  
 Bibliographies.  
 PUB DATE 93  
 NOTE 38p.; Papers presented at the Meetings of the Midwest  
 Philosophy of Education Society (Chicago, IL,  
 November 13, 1992) and the Middle Atlantic States  
 Philosophy of Education Society (Binghamton, NY,  
 March 6, 1993). The fourth bibliography may not  
 reproduce clearly.  
 PUB TYPE Reports - Descriptive (141) -- Reference Materials -  
 Bibliographies (131)  
 EDRS PRICE MF01/PC02 Plus Postage.  
 DESCRIPTORS \*Educational Philosophy; Educational Principles;  
 Educational Research; Elementary Secondary Education;  
 \*Foundations of Education; \*Philosophy; Social  
 Science Research; Social Scientists  
 IDENTIFIERS \*Analytical Philosophy of Education; McGregor  
 (Douglas); Smith (B Othanel)

## ABSTRACT

This collection of documents concerns the Analytical Philosophy of Education (APE) and its history. APE was the dominant approach to philosophy of education during the 1960s and 1970s; it is no longer fashionable. The main paper included in this collection sketches the history of APE and attempts to show its relevance to the idea of "institutional democracy." APE is applied to an address by former Midwest Philosophy of Education Society President Arthur Brown's Presidential Address on "institutional democracy," which draws upon the work of famed management theorist Douglas McGregor. The use of the methods of APE on Brown's and McGregor's texts show that McGregor's use of the word "democracy" is much less clear than Brown's; McGregor's research may not support Brown's views. This paper includes 24 notes and is accompanied by an outline of McGregor's thought and career, a supplemental bibliography of three books and two selected articles by McGregor and a list of discussion questions for the Binghamton presentation. The remaining documents included are four bibliographies entitled respectively, "Founders of Analytical Philosophy of Education"; "History of Analytical Philosophy of Education"; "Students and Faculty in Foundations of Education at Temple University"; and "Critical Thinking and Philosophical Analysis." (DB)

\*\*\*\*\*  
 \* Reproductions supplied by EDRS are the best that can be made \*  
 \* from the original document. \*  
 \*\*\*\*\*

ED360225

B. OTHANEL SMITH, DOUGLAS MCGREGOR, AND  
THE PHILOSOPHICAL ANALYSIS OF THE  
DISCOURSE OF INSTITUTIONAL DEMOCRACY IN  
EDUCATION: AN ESSAY WITH BIBLIOGRAPHIES

by

Michael A. Olikier

Member, Executive Committee  
Midwest Philosophy of Education Society  
5006 West Grace Street  
Chicago, Illinois 60641-3450

1993

U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION  
CENTER (ERIC)

☒ This document has been reproduced as  
received from the person or organization  
originating it.

☐ Minor changes have been made to improve  
reproduction quality.

• Points of view or opinions stated in this docu-  
ment do not necessarily represent official  
DERI position or policy.

PERMISSION TO REPRODUCE THIS  
MATERIAL HAS BEEN GRANTED BY

MICHAEL A.  
OLIKIER

TO THE EDUCATIONAL RESOURCES  
INFORMATION CENTER (ERIC)."

BEST COPY AVAILABLE

SD 023 171

TABLE OF CONTENTS: "B. Othanel Smith, Douglas McGregor and the Philosophical Analysis of the Discourse of Institutional Democracy in Education: An Essay with Bibliographies."

---

Preface.....	piii
Analytical Philosophy and the Discourse of Institutional Democracy.....	p1
1. Analytical Philosophy of Education: Wanted Dead or Alive?.....	p1
2. The Living and the Dead in APE.....	p2
3. APE and Political Discourse.....	p4
4. The APE Goes to Work: Brown and McGregor on "Democracy".....	p6
Notes.....	p11
Douglas McGregor and the Philosophy of Management.....	p16
Supplemental Bibliography on Douglas McGregor.....	p19
B. Othanel Smith and the Origins of Analytical Philosophy of Education.....	p20
Bibliography.....	p21
1. Founders of Analytical Philosophy of Education.....	p21
2. History of Analytical Philosophy of Education.....	p23
3. Students and Faculty in Foundations of Education at Temple University.....	p25
Additional Bibliography: Critical Thinking and Philosophical Analysis.....	p33

## PREFACE

This is a collection of documents that I prepared for two closely related sessions at professional meetings in philosophy of education. On November 13, 1992, I presented an address entitled "Analytical Philosophy and the Discourse of Institutional Democracy" to a session of the Midwest Philosophy of Education Society at Loyola University Chicago. On March 6, 1993, I chaired a session entitled "B. Othanel Smith and the Origins of Analytical Philosophy of Education" at the meeting of the Middle Atlantic States Philosophy of Education Society (MASPES) at the State University of New York at Binghamton.

Both of these presentations dealt with Analytical Philosophy of Education (APE) and its history. APE was the dominant approach to philosophy of education during the 1960s and 1970s; it is no longer fashionable. The Midwest PES paper sketches the history of APE and attempts to show its relevance to the idea of "Institutional Democracy"; a popular topic among members of the Midwest PES. APE is applied to former Midwest PES President Arthur Brown's Presidential Address on "Institutional Democracy" which draws upon the work of the famed management theorist Douglas McGregor. I conclude that the use of the methods of APE on Brown's and McGregor's texts shows that McGregor's use of the word "democracy" is much less clear than Brown's; McGregor's research may not support

Brown's more Deweyan views. The Midwest PES address is accompanied by an outline of McGregor's thought and career and a short bibliography.

The MASPES session -- which I chaired and organized with the help of MASPES President Edward G. Rozycki -- consisted of a presentation on historical factors that contributed to the development of APE by Eugenie Potter and a panel discussion on the contributions of B. Othanel Smith at the University of Illinois at Urbana and the continuation of his work by faculty at Temple University. The panel included Potter and three students of Smith: Robert Holtzman, Myron Lieberman, and Terry Lindenberg. This document includes the notes that were prepared for that session, an extensive three-part bibliography, and a shorter bibliography on the relationship of APE to Critical Thinking. The organizing of the MASPES session involved quite a few people. In addition to the participants, I would like to thank Joe DeVitis, Linda DeVitis, Harry Farnon, Bob Leone, Ron Szoke, Maggie Yaure, my wife Marjory Olikier, and my mother Lilyan G. Olikier. A videotape of the MASPES session is available from the author.

Finally, I would like to dedicate this document to the memory of Kenneth D. Benne who died October 8, 1992 at age 84. Ken was the student of John Dewey, the colleague of both B. Othanel Smith and Douglas McGregor, and the teacher of my teachers. His understanding of the educational conflicts of the 1950s cannot be replaced. Ken helped.

## ANALYTICAL PHILOSOPHY AND THE DISCOURSE OF INSTITUTIONAL DEMOCRACY

by Michael A. Olick

### I. Analytical Philosophy of Education: Wanted Dead or Alive?

In his introduction to the 1986 Proceedings of the national Philosophy of Education Society, the editor, Nicholas C. Burbules, pronounced Analytical Philosophy of Education (APE) dead.<sup>1</sup> As an inveterate fan of Bela Lugosi's appearances as Count Dracula, I was not sure whether or not to take this seriously. Only a few years before, the historian of American philosophy Bruce Kuklick had sarcastically compared American philosophy as a whole to an "undead vampire . . . parasitic on really living organisms."<sup>2</sup> While this was not intended to be praise, Kuklick overlooks one positive characteristic of vampires: they come back. When, in the classic lowbrow comedy Abbott and Costello meet Frankenstein, Abbott tells Costello that the legend of Dracula is "bunk" we know that it is just a matter of time before Bela Lugosi emerges from that coffin.

So APE may be dead for the moment. There are those in the audience who no doubt cheered at this announcement. But there is a younger generation who may know nothing of APE or may only have heard of APE from professors who have contempt for it. So instead of repeating Burbules's attempt to collect a bounty on the corpse of APE, let me tell

you of its life. Then I will try to show you what an APE is capable of.

## II. The Living and the Dead in APE.

Textbook writers usually portray APE as a single viewpoint<sup>3</sup>, but even if we restrict our discussion to the American version of APE, we are still faced with two versions of APE. The first was developed by B. Othanel Smith at the University of Illinois during the 1940s.<sup>4</sup> The second and somewhat better known version of APE in the US emerged from the work of Israel Scheffler at Harvard University during the 1950s.<sup>5</sup> Smith was a product of Teachers College, Columbia University who taught solely in Colleges of Education. Scheffler holds a doctorate in philosophy from the University of Pennsylvania and teaches in both Education and Philosophy at Harvard.

Both Smith and Scheffler would address questions of philosophy by addressing the philosophers' use of language and the logic of their arguments. But the similarity ends there. Smith's lifelong concern was with problems in the education of educators. Scheffler, by contrast, is primarily concerned with attempting to show the relevance of general philosophy to issues in education. Both advocate the professionalization of philosophy of education but Scheffler is more concerned with the problems of professional philosophers while Smith was concerned with the problems of professional educators.

APE took hold during the 1950s when university professors retreated from the advocacy of political ideology into a defense of professional expertise.<sup>6</sup> By the 1960s, practitioners of APE had begun to take controversial stands. A student of Smith, James E. McClellan, published two books that joined the skills of APE to a neo-Marxist critique of educational policy.<sup>7</sup> Richard Pratte of Ohio State University published three books during the 1970s that attempted to synthesize APE with a Deweyan liberalism.<sup>8</sup> These books and other more technical works were favorably received by professionals in philosophy of education. From 1975 to 1984, APEs controlled the presidency of the national PES with McClellan running unsuccessfully in 1976 and Pratte being elected in 1980. But the writings of the APEs proved difficult reading for students. By the mid-1980s, Burbules could pronounce APE dead and be relatively correct. Let me briefly conclude this section by simply asserting some strengths and weaknesses of APE.

#### A. Weaknesses

1. A tendency to address technical issues that are of interest only to other APEs.
2. The claim to be able to establish criteria of true statements on any field of expertise. (English, history, math, etc.)



3. The view that a representational view of language can enable APEs to identify "meaningless" statements or "bullshit" in educational discourse.
4. The view that educational researchers should ignore value questions and confine themselves to establishing facts.

#### B. Strengths

1. The view that APE can serve as the basis for a critique of educational ideology and practice.
2. The view that educational language must be studied in its institutional context and in terms of its function.
3. The view that critical thinking is central to any theory of teaching.
4. The view that questions of value can be the subject of rational argument.

### III. APE and Political Discourse

One difficulty in presenting APE to introductory students is that APEs, when they are writing for each other, often employ a technical terminology and utilize highly rigorous argumentation. Authors of textbooks who are not sympathetic to APE often will utilize the most technical discussions of APE as being typical and overlook those works that are either written for larger audiences or address issues that are of

broader interest.<sup>9</sup> In addition, critics of APE often attack APE as addressing technical issues that are detached from the real world of politics and ideology. In his 1983 book Understanding Education the Marxist philosopher Walter Feinberg makes this kind of criticism of APE. He concludes a chapter criticizing some papers by British APEs with the complaint that APE "fails to capture the significance of concepts in a total system of practice." Feinberg goes on to generalize that APE deals only with "crystallized concepts" and fails to discuss "struggles over meaning."<sup>10</sup>

Feinberg has a legitimate complaint against certain APEs but he seems to want to defend the position that APE cannot address such issues. But fact is that certain that certain APEs have addressed the political functions of language. In 1971, B. Paul Komisar published a paper entitled "Language of Education" in the Encyclopedia of Education - a publication obviously intended for educators in general and not just philosophers. Komisar distinguishes between the language of teachers in the classroom and the language of educators in general and then describes four kinds of discourse under "educator talk"; 1. school routine; 2. subject matter; 3. scientific; and 4. political. We will be concerned here with "Political Discourse." For Komisar, when educators use Political Discourse they are attempting to persuade an audience by using language that may be vague or

elusive in meaning or have new meanings that are intended to show their audience that old events can be looked at in a new way. Political Discourse takes three forms. The first is philosophy of education itself which Komisar sees as creative or innovative uses of language that are intended to stimulate new ideas. Second is policy discourse. This is the vague language used by administrators and policy makers in an attempt to build consensus and avoid being pinned down to a controversial position. The third and final form of Political Discourse is publicity discourse. This is educational discourse at its most vague and elusive. It is the kind of ceremonial and celebrative language that one finds in commencement addresses, goals statements in college catalogs, and in the writings of school public relations specialists. Unbelievers in education are quick to dismiss publicity discourse -- and sometimes all political discourse -- as bullshit. But this is exactly the sort of language that can be the battleground in the "struggles over meaning" that Feinberg thinks that APEs cannot address.<sup>11</sup>

#### IV. The APE goes to work: Brown and McGregor on "Democracy."

One of the most discussed papers ever presented at the Midwest PES is Arthur Brown's 1978 Presidential Address on "Institutional Democracy." In that Address, Brown leans on the work of Douglas McGregor (1906-1964) a famed industrial psychologist who served as

President of Ohio's Antioch college from 1948-1954. Brown treats McGregor's work as providing considerable evidence that "Institutional Democracy" can be a successful approach to the management of educational organizations.<sup>12</sup> It will be my contention in the remainder of this paper that a close examination of McGregor's language will show that McGregor is employing a form of political discourse that may not be congenial to Brown's ideal of institutional democracy and that an examination of McGregor's years at Antioch College casts doubt on claims that his approach to management was successful. In the course of my discussion, I will raise some questions that are typical of an APE:

1. What are the key definitions and are they adequate?
2. Are vague or ambiguous claims used and how those claims function?
3. What sorts of examples are used to illustrate the claims?
4. What kinds of arguments are used?

Let me assure my reader that my purpose is neither to attack Art Brown personally nor to attack the idea of "Institutional Democracy." In a choice between Institutional Democracy and Ellwood P. Cubberley's notorious "factory model of schooling,"<sup>13</sup> I stand firmly with Art Brown. My point is that a close scrutiny of Douglas McGregor's arguments shows that McGregor might not stand with Art Brown.

Brown makes four points about McGregor utilizing McGregor's famous dichotomy between two theories of human motivation: Theory X (a mechanistic cause-and-effect viewpoint) and Theory Y (a functional needs-assessment viewpoint).

1. McGregor is correct to claim that Theory X is an inadequate basis for motivation toward organizational goals.
2. McGregor's Theory Y can be equated with democratic management.
3. Theory Y is an adequate explanation of the conditions under which people will in fact direct their efforts toward organizational goals.
4. McGregor's work demonstrates that Institutional Democracy is the more efficient management system.<sup>14</sup>

First, consider McGregor's claim that Theory Y is an adequate basis for motivation toward organizational goals while Theory X is not. Notice that both Theory X and Theory Y assume that organizations universally have goals. The underlying logic of McGregor's view of management theory is the logic of means-end reasoning.<sup>15</sup> In recent years, James G. March has raised serious questions about means-ends rationality as an adequate basis for organization and management theory.<sup>16</sup> Ironically, Art Brown himself published a paper in 1974 that attacks the emphasis on educational goals. In that paper, Brown leans on the work of the British

APE R. S. Peters<sup>17</sup>

Second, consider McGregor's use of the term "democracy." In his essays on education, McGregor utilizes a distinction between "democratic" and "authoritarian" organizations that is roughly parallel to the later dichotomy between "Theory Y" and "Theory X." But McGregor's view of the relationship between students and administration also parallels his view of the relationship between labor and management. He is opposed to students having a vote on policy questions. While students should have more power over student affairs and faculty should have greater responsibility for dealing with students, administration is not expected to treat anyone as equal and should have more power to make subordinates feel involved without actually being involved.<sup>18</sup>

Third, it is not all that obvious that Theory Y actually has the results that McGregor claims for it. Surely Douglas McGregor was one of the most popular presidents Antioch College ever had. But does McGregor have the right to confidently claim that "Policy A causes Outcome B?"<sup>19</sup> The usual assessment of McGregor's years at Antioch is that his policies had unintended consequences that were near disasters for the school. McGregor adopted a policy of participative management at a time when the school was under attack as a hotbed of Communist subversion. During the early 1950s a professional informer by the name of Harvey Matusow was

able to gain access to the Antioch campus and concoct accounts of subversion that impressed Congressional committees and made national headlines. Only when Matusow publicly confessed to being a liar did the controversy at Antioch die down. In addition sociological accounts of the McGregor Administration describe a sort of social disorganization on campus that resulted in a breakdown of student discipline and a growing tension between faculty and administration.<sup>20</sup>

Finally, there is Brown's use of McGregor's work. Brown clearly cites McGregor because he believes that McGregor's work shows that "Institutional Democracy" is efficient. While Brown is quick to reject a "quantitative" notion of efficiency and to declare that he stands "with Rawls against the utilitarians " he has opened himself to the charge that McGregor's years at Antioch prove that "Institutional Democracy" is "inefficient."<sup>21</sup> Here I sense a curious convergence of Brown and the more hardboiled APEs who would have questions of value be determined entirely by "the facts." Like Dewey, I would hold that while it is appropriate to inquire into any problem, there are some solutions that are simply not open to consideration.<sup>22</sup> The critic who proposes that "Institutional Democracy" should be abandoned on the grounds of "inefficiency" is proposing that institutions abandon any pretense of being educational and simply seek to achieve goals no matter what the cost.<sup>23</sup> This is an

interesting topic for the classroom, but in the real world individuals who SERIOUSLY work for the abandonment of democracy usually belong in one of those notorious basement rooms in Marion, Illinois, not in a lecture hall in Chicago. Even philosophical analysis must stop somewhere<sup>24</sup>

#### NOTES

1. Nicholas C. Burbules, "Introduction," Philosophy of Education 1986, ed. Nicholas C. Burbules (Normal, Illinois: Philosophy of Education Society, 1987), vii.

2. Bruce Kuklick, "The Changing Character of Philosophizing in America," Philosophical Forum 10 (Fall 1978): 11.

3. Howard A. Ozmon and Samuel M. Craver, Philosophical Foundations of Education, 4th ed. (Columbus, Ohio: Merrill, 1990), 270-308.

4. B. Othanel Smith, Logical Aspects of Educational Measurement (New York: Columbia University Press, 1938) and "The Improvement of Critical Thinking," Progressive Education 30 (March 1953): 129-134. See also Ronald D. Szoke, "Smith, Bunnie Othanel," in Biographical Dictionary of American Educators, 1978 ed. My thanks to Ron Szoke for bringing this to my attention.



5. Israel Scheffler, Reason and Teaching (Indianapolis: Bobbs-Merrill 1973.), 9-17.
6. Eugenie Ann Conser Potter, "The Linguistic Turn in Philosophy of Education: An Historical Study of Selected Factors Affecting an Academic Discipline" (Ph.D diss., University of Arizona, 1988).
7. Solon T. Kimball and James E. McClellan, Jr. Education and the New America (New York: Vintage Books, 1962) and James McClellan, Toward an Effective Critique of American Education (Philadelphia: Lippincott, 1968).
8. Richard Pratte, The Public School Movement (New York: McKay, 1973) and Ideology and Education (New York: McKay, 1977) and Pluralism in Education (Springfield, Illinois: Thomas, 1979) See also Michael A. Olicker, "Reason to Believe," Journal of Educational Thought 15 (April 1981): 77-81.
9. See Ozmon and Craver, 270-308.
10. Walter Feinberg, Understanding Education (Cambridge, England:

Cambridge University Press, 1983), 114.

11. B. Paul Komisar, "Language of Education," Encyclopedia of Education, 1971 ed.

12. Arthur Brown, "Institutional Democracy: Problems and Prospects." Educational Theory 29 (Spring 1979): 85-95.

13. Ellwood P. Cubberley, Public School Administration (Boston: Houghton Mifflin, 1916), 338. See also Kimball and McClellan, 211-215.

14. Brown, "Institutional Democracy," 93.

15. Michael A. Oliner, "Douglas McGregor's Theory Y and the Structure of Educational Institutions" (Ph.D. diss., University of Illinois at Urbana-Champaign, 1976), 60-70.

16. James G. March, "Model Bias in Social Action," Review of Educational Research 42 (Fall 1972): 413-429.

17. Brown, "The Case for Uncommon Goals in Education," Elementary

School Journal 74 (February 1974): 260-265. See also Brown "What Could Be Bad?' Some Reflections on the Accountability Movement," English Journal 62 (March 1973): 461-463.

18. Olikar, "Douglas McGregor's Theory Y," 150-170.

19. Robert H. Ennis, "On Causality", Educational Researcher 2 (June 1973): 4-11.

20. Olikar, "Douglas McGregor's Theory Y," 22-25.

21. Brown, "Institutional Democracy," 93, n. 21.

22. John Blewett, SJ, "Democracy as Religion: Unity in Human Relations," in John Dewey: His Thought and Influence, ed. John Blewett, SJ ( New York: Fordham University Press, 1960), 33-58.

23. See John Dewey, Democracy and Education (New York: Macmillan, 1916; reprint, New York: Free Press, 1966), 86-88, 97-98 and Philosophy of Education (Problems of Men) (Paterson, New Jersey: Littlefield, Adams, 1961), 57-69.

24. For a similar point see McClellan, Toward an Effective Critique, 249-250. See also Richard Rorty, "Thugs and Theorists: A Reply to Bernstein," Political Theory 15 (November 1987): 564-580 and "The Priority of Democracy to Philosophy," in The Virginia Statute of Religious Freedom, eds. Merrill Peterson and Robert Vaughan (Cambridge, England: Cambridge University Press, 1988), 257-282.

## DOUGLAS MCGREGOR AND THE PHILOSOPHY OF MANAGEMENT

## I. Biographical Notes on Douglas McGregor (1906-1964)

- 1935: Ph.D. in Psychology, Harvard University
- 1937-48: Faculty, Industrial Relations, Massachusetts Institute of Technology. (First Psychologist on MIT faculty).
- 1948-54: President, Antioch College, Yellow Springs, Ohio
- 1954: Return to MIT as Professor of Industrial Management.
- 1960: Publication of The Human Side of Enterprise (McGraw-Hill).
- 1962: Named Sloan Fellows Professor of Industrial Management at MIT
- 1965: Posthumous publication of Leadership and Motivation (MIT Press).
- 1967: Posthumous publication of The Professional Manager (McGraw-Hill)

## II. McGregor's Main Idea: The Manager's Philosophy is the Key to Successful Management.

## A. Two Philosophies of Management: Theory X and Theory Y.

- 1. Theory X: a common view of management.
  - a. People dislike work.
  - b. People will only work toward organizational goals if they are controlled or threatened with punishment.
  - c. People lack ambition, but seek security; they prefer to be directed and will avoid responsibility if they can.
- 2. Theory Y: McGregor's Alternative.
  - a. It is natural for people to make an effort at work.
  - b. People have the capacity for self-direction.
  - c. Given the proper rewards, people will make a commitment to organizational goals.
  - d. People can learn to accept and seek responsibility.
  - e. Many (not few) people have the capacity for creativity and imagination at work.
  - f. Most industrial organizations do not utilize human potential.

## B. McGregor also contrasted Theory X and Theory Y in more theoretical terms:

- 1. Theory X.
  - a. "Armchair Philosophy," not a scientific viewpoint.
  - b. Not based upon scientific measurement.
  - c. Fails to recognize that human behavior is governed by "natural law."
  - d. A mechanistic view: sees human behavior as the result of "force on object" (a dependent variable?).
- 2. Theory Y.
  - a. A scientific viewpoint.
  - b. Based on the scientific measurement of human behavior.
  - c. A view that recognizes that human behavior can be controlled by complying with natural law.
  - d. A functionalist view: human behavior is the result of interaction between personality and social/organizational environment.

CONTINUED

## DOUGLAS MCGREGOR AND THE PHILOSOPHY OF MANAGEMENT (Continued)

## III. McGregor on the Principles of Management.

- A. A Theory Y viewpoint will help maintain the free enterprise system.
  - 1. It gives managers more control over workers.
  - 2. It can help managers avoid the evils of either government regulation of industry or a worker takeover of industry.
- B. Organizations exist to achieve goals.
- C. Most people can find meaningful work in goal-oriented organizations.
- D. People seek intrinsic rewards through their work: the achievement of objectives that are part of a larger activity.
- E. Managers should give workers the opportunity to integrate their personal goals with organizational goals.
- F. Worker participation in management decision-making means giving workers the opportunity to influence management decisions, NOT turning management decisions over to workers. (NOT "abdication of authority.")
- G. The personal needs of managers should be consistent with the goals of their organizations.

## IV. McGregor on Problem areas in Management.

- A. Leadership.
  - 1. There are no universal characteristics of leadership; nor are there any "born leaders."
  - 2. Any definition of leadership will be functional: the result of the combination of the characteristics of: the leader's personality, the followers, the organization, the social environment.
- B. Union-management relations.
  - 1. The good of the organization must take priority over the good of the union.
  - 2. Unions and collective bargaining should be accepted, not opposed.
  - 3. Unions are not goal-oriented (like management); they are democratic and political.
  - 4. Management can educate workers about organizational goals.
  - 5. Management should be concerned about worker welfare, but ambiguous policies can be useful in dealing with workers.
- C. Staff-line relations. (NOTE: The "line" is the vertical hierarchy in any organization. "Staff" are those personnel who have management responsibilities but are not part of the "line.")
  - 1. Staff officers should serve as consultants to line management; they should not be given authority over any part of the line.
  - 2. Personnel policies should be the responsibilities of line officers; they should not be delegated to staff personnel.
  - 3. Line management should be involved in management training with staff management training personnel serving as consultants.
  - 4. Management information personnel should serve solely as consultants to line management.
- D. Other problem areas.
  - 1. McGregor rejects an emphasis on accountability as being a preoccupation with fault-finding.
  - 2. Workers should participate in performance appraisal and have the opportunity to set their own performance objectives.
  - 3. Management must retain:
    - a. Veto power over worker decisions.
    - b. The right to dismiss unproductive workers.

V. Some possible criticisms of McGregor's viewpoint.

- A. He is not explicit about the proper limits of either management's or labor's commitment to their jobs. It often seems that McGregor's ideal worker would have no private life.
- B. McGregor takes no position on the limits of the proper control of management over the worker. At times he gives the impression that so long as management is clear and open about their objectives, they may make any demand on labor.
- C. He is inconsistent in his position on the "manipulation" of workers by management: sometimes he seems to favor it, sometimes he opposes it. McGregor is strongly opposed to the use of personality tests by management, however, on the grounds that their use is a form of "manipulation."

VI. McGregor's views on education.

- A. President of Antioch College, 1948-1954. (His only experience as chief executive of an organization.)
  - 1. During McGregor's administration Antioch was strongly attacked for harboring Communist students and faculty. McGregor denied a Communist presence at Antioch.
  - 2. There was evidence of widespread student misbehavior during McGregor's presidency including a sharp rise in thefts of library books.
  - 3. The Antioch faculty became very hostile toward McGregor, although he remained popular among students.
- B. He took the following positions on education:
  - 1. Schools should carry out the wishes of industry and "society." (McGregor started an ROTC program at Antioch.)
  - 2. Schools should teach "democracy." (He held large-scale meetings on campus--open to all--to discuss campus policy.)
  - 3. He stated publicly that both teachers and students should have "realistic experience" and attempted to extend Antioch's famous "work-study" program to the faculty in a "teach plus work" program.
  - 4. He took the position that the faculty are part of management and that students are in a position analogous to labor.
  - 5. He argued that a college faculty should give up their authority over students and treat students "democratically."
- C. And when McGregor left Antioch, he made the statement:

I thought that maybe I could operate so that everyone would like me--that "good human relations" would eliminate all discord and disagreement.

I could not have been more wrong. It took a couple of years but I finally began to realize that a leader cannot avoid the exercise of authority any more than he can avoid responsibility for what happens in his organization.

SUPPLEMENTAL BIBLIOGRAPHY ON DOUGLAS MCGREGOR.

Books by McGregor

The Human Side of Enterprise. New York: McGraw-Hill, 1960.  
The Theory X / Theory Y distinction elaborated fully with extensive discussion of applications.

Leadership and Motivation: Essays of Douglas McGregor. Edited by W. G. Bennis, E. H. Schein, & C. McGregor. Cambridge, Mass.: The MIT Press, 1966.

Available in paperback, this is a collection of McGregor's best-known articles including "The Human Side of Enterprise" and "On Leadership." Contains a bibliography, but not as extensive as the one in Oliker, 1976 (See below). Worth buying.

The Professional Manager. New York: McGraw-Hill, 1967.  
A manuscript which was found among McGregor's papers and published posthumously.

Selected articles by McGregor.

"Strengthening the Foundations of Democracy." Addresses on Current Issues in Higher Education 1951: Proceedings of the Sixth Annual Conference on Higher Education. Washington: National Education Association, 1951.

The fullest statement of McGregor's views on education.

"The Role of Staff in Modern Industry." Management Organization and the Computer. Edited by G. P. Shultz and T. L. Whisler. New York: Free Press, 1960.

On the role of the information professional in industry. This book contains another article by McGregor entitled "Introduction: Perspectives on Organization and the Manager's Role."

Secondary sources.

Bennis, Warren G. "Chairman Mac in Perspective." Harvard Business Review, September-October, 1972, pp. 140-149.

Chambers, Peter. "The Man Who Created Theory 'Y.'" International Management, June, 1973, pp. 29-31.

Oliker, Michael A. "Douglas McGregor's Theory Y and the Structure of Educational Institutions." Ph. D. dissertation, University of Illinois at Urbana-Champaign, 1976.

Abstracted in : Dissertation Abstracts International 37:10(1976): 6158A-6159A.

Schein, Edgar H. "In Defense of Theory Y." Organizational Dynamics 4 (Summer 1975): 17-30.

"Storm Over Management Doctrines." Business Week, January 6, 1962, pp. 72-74.

Describes a confrontation between McGregor and his critics.



3 - 5 PM, Saturday, 6 March 1993  
 Middle Atlantic States Philosophy of Education Society  
 SUNY Binghamton

"B. Othanel Smith and the Origins of Analytical Philosophy of Education."

Introduction: Michael A. Oliker, Midwest Philosophy of Education Society.

Presentation: "THE LINGUISTIC TURN IN PHILOSOPHY OF EDUCATION: AN HISTORICAL ANALYSIS."

Eugenie Potter, University of Pittsburgh.

Discussion and Recollection by students of B.O. Smith:  
 Robert H. Holtzman, Emeritus, Temple University

Myron Lieberman, Formerly of University of Pennsylvania  
 Terry Lindenbergh, State University of New York College  
 at Oswego

#### QUESTIONS FOR DISCUSSION

1. Arthur Bestor charged in 1953 that courses in philosophy of education at the University of Illinois were based solely on the works of John Dewey. Was this true? Where did you encounter the works of Analytical Philosophers?

2. The emphasis on "professionalism" in colleges of education is now under attack. Do you see the works of Myron Lieberman, B.O. Smith and Israel Scheffler as attempts to "professionalize" philosophy of education (in the 1950's)?

3. B.O. Smith wrote a great deal on "critical thinking" and the "logic of teaching." What sort of impact did this work have on you own graduate study and teaching?

4. Jim McClellan asserts that the motto of grad students in philosophy of education at Illinois in the 1950's could be stated as "No More Bullshit!" Do you agree? What exactly should be regarded as bullshit?

5. During the 1960's the Foundations Department at Temple University was staffed primarily by Smith's students. Students were often required to master the books by Lieberman, Kimball and McClellan, Smith and Ennis, Komisar and Macmillan, and Macmillan and Nelson. In the terminology of Thomas Kuhn was there a distinct "paradigm" of philosophy of education instituted at Temple in those years?

My thanks to another Temple alumnus -- Lawrence Santoro -- for his help in preparing this material.

Michael A. Oliker  
 5006 W. Grace St.  
 Chicago, Illinois 60641  
 (312) 202-9280

## BIBLIOGRAPHY

- I. Founders of Analytical Philosophy of Education.
  - II. History of Analytical Philosophy of Education.
  - III. Students and Faculty in Foundations of Education at Temple University.
- 

- I. Founders of Analytical Philosophy of Education.

Hardie, Charles D. Truth and Fallacy in Educational Theory. American ed. with a Preface and Bibliography by James E. McClellan and B. Paul Komisar. Cambridge: Cambridge University Press, 1942; reprint, New York: Teachers College Press, 1962.

Neurath, Otto "The Danger of Careless Terminology" New Era in Home and School 22 (July-August 1941): 145-150.

----- "Isotype Institute and Adult Education," Association for Adult Education Bulletin 31 (November 1942): 12-17.

----- "Visual Aids and Arguing." New Era in Home and School 25 (April 1944): 51-56 +

----- "Visual Education." Survey Graphic 26 (January 1937): 25-28.

----- "Visual Education: The Isotype System of Visual Education." Sociological Review 38 (1946): 55-57.

Neurath, Otto and J.A. Lauwerys "Nazi Textbooks and the Future," Journal of Education (London) 76 (November-December 1944): 521-522; 574-576.

----- "Plato's Republic and German Education," Journal of Education (London) 77 (February 1945): 57-59.

Scheffler, Israel "Civilization and Value: A Review." Harvard Educational Review 23 (Spring 1953): 110-116.

----- In Praise of the Cognitive Emotions. New York: Routledge, 1991.

----- The Language of Education Springfield, Illinois: Charles C. Thomas, 1960.

----- "Philosophy of Education: Some Recent Contributions," Harvard Educational Review 50 (August 1980): 402-406.

OLIKER

- \_\_\_\_ Reason and Teaching. Indianapolis: Bobbs-Merrill, 1973.
- Scheffler, Israel and Charles N. Winslow "Group Position and Attitude toward Authority," Journal of Social Psychology 32 (November 1950): 177-190.
- Smith, B. Othanel "The Anatomy of Teaching," Journal of Teacher Education 7 (December 1956): 339-346.
- \_\_\_\_ "Critical Thinking," American Association of Colleges of Teacher Education Yearbook (1960): 84-96.
- \_\_\_\_ "Historical Background and Educational Perspective," Educational Forum 7 (March 1943): 217-228.
- \_\_\_\_ "Historical Fact and Social Action," Social Studies 33 (November 1942): 291-294.
- \_\_\_\_ "The Improvement of Critical Thinking," Progressive Education 30 (March 1953): 129-134.
- \_\_\_\_ "The Logic of Teaching in the Arts," Teachers College Record 63, no. 3 (1961): 176-83.
- \_\_\_\_ "Logic, Thinking and Teaching," Educational Theory 7 (October 1957): 225-233
- \_\_\_\_ Logical Aspects of Educational Measurement, New York: Columbia UP, 1938.
- \_\_\_\_ "New Approaches to Pedagogical Science," Educational Theory 1 (April 1951): 79-86.
- \_\_\_\_ "The Normative Unit of Instruction," Teachers College Record 46 (January 1945): 219-228.
- \_\_\_\_ A Study of the Logic of Teaching. A Report of the First Phase of a Five-Year Research Project -- The Logical Structure of Teaching and the Development of Critical Thinking, Urbana: Illinois University Bureau of Educational Research, (1967?). ERIC ED 015 164
- \_\_\_\_ "Views on the Role of Philosophy in Teacher Education," Journal of Philosophy 59 (25 October 1962): 638-647.
- Smith, B. Othanel and Ron Brandt "On Teaching Thinking Skills: A Conversation with B. Othanel Smith," Educational Leadership 45 (October 1987): 35-39.
- Smith, B. Othanel and Robert H. Ennis, eds. Language and Concepts in Education, Chicago: Rand McNally, 1961.

OLIKER

Smith, B. Othanel and Milton O. Meux A Study of the Logic of Teaching. Urbana: University of Illinois Press, 1970.

Smith, B. Othanel and Others A Study of the Strategies of Teaching, Urbana: Illinois University Bureau of Educational Research, 1967. ERIC ED 029 165

## II. History of Analytical Philosophy of Education.

Burbules, Nicholas C. "Introduction," In Philosophy of Education 1986, ed. Nicholas C. Burbules, vii-xiii, Normal, Illinois: Philosophy of Education Society, 1987.

----- "Issues and Trends in the Philosophy of Education," Educational Administration Quarterly 25 (August 1989): 229-252.

Burbules, Nicholas C., ed. "Continuity and Change in Philosophy of Education," Educational Theory 41 (Summer 1991): 257-339.

Dearden, R.F. "Philosophy of Education, 1952-82," British Journal of Educational Studies 30 (February 1982): 57-71.

Edel, Abraham "Analytic Philosophy of Education at the Cross-Roads," Educational Theory 22 (Spring 1972): 131-152.

Feinberg, Walter "The Philosophical Tradition and its Limits for Educational Understanding," Chapter in Understanding Education, Cambridge: Cambridge University Press, 1983.

Gutek, Gerald L. "Philosophical Analysis and Education," Chapter in Philosophical and Ideological Perspectives on Education, Englewood Cliffs, N.J.: Prentice-Hall, 1988.

Kaminsky, James S. "The First 600 Months of Philosophy of Education -- 1935-1985: A Deconstructionist History," Educational Philosophy and Theory 18 (October 1986): 42-48.

Maloney, Karen E. "Philosophy of Education: Definitions of the Field, 1942-1982," Educational Studies 16 (Fall 1985): 235-258.

OLIKER

- Nordenbo, Sven Erik "Philosophy of Education in the Western World: Developmental Trends During the Last Twenty-Five Years," In Twenty Five Years of Educational Practice and Theory 1955-1979, eds. Leo Fernig and James Bowen, 307-333. The Hague, Netherlands: Martinus Nijhoff, 1980.
- Ozmon, Howard A. and Samuel M. Craver "Analytical Philosophy and Education," Chapter in Philosophical Foundations of Education, 4th ed., Columbus, Ohio: Merrill, 1990.
- Passmore, John "Analytical Criticisms of Traditional Philosophies of Education," In Melbourne Studies in Education 1965, ed. E.L. French, 41-60, Carlton, Victoria: Melbourne UP, 1966.
- "Towards an Analytical Philosophy of Education," In Melbourne Studies in Education 1965, ed. E.L. French, 61-79, Carlton, Victoria: Melbourne UP, 1966.
- Phillips, D.C. "Philosophy of Education: In Extremis?" Educational Studies 14 (Spring 1983): 1-30.
- Portelli, John P. "Analytical Philosophy of Education: Development and Misconceptions," Journal of Educational Thought 21 (April 1987): 20-32.
- Potter, Eugenie Ann Conser "The Linguistic Turn in Philosophy of Education: An Historical Study of Selected Factors Affecting an Academic Discipline," Ph.D. dissertation, University of Arizona, 1988. Order number 88-14269.
- Pratte, Richard "Getting the Fly out of the Bottle: Criticism of Something Called Analytical Philosophy of Education," In Philosophy of Education 1980, ed. C.J.B. Macmillan, 3-18, Normal, Illinois: Philosophy of Education Society, 1981.
- Soltis, Jonas F. "Analysis and Anomalies in Philosophy of Education," In Philosophy of Education 1971, ed. Robert D. Heslep, 28-46, Edwardsville, Illinois: Philosophy of Education Society, 1971.
- "Philosophy of Education: Retrospect and Prospect," Philosophy of Education 1975, ed. Richard Pratte, 7-24, San Jose: California: Philosophy of Education Society, 1975.
- Soltis, Jonas F., ed. Philosophy of Education Since Mid-Century, New York: Teachers College Press, 1981.

OLIKER

### III. Students and Faculty in Foundations of Education at Temple University.

Angelo, Richard "Myth, Educational Theory, and the Figurative Imagination," In Philosophy of Education 1978, ed. Gary D. Fenstermacher, 227-238, Champaign, Illinois: Philosophy of Education Society, 1979.

Aviram, Aharon "The Paternalistic Attitude toward Children," Educational Theory 41 (Spring 1991): 199-211.

Bratman, Michael Intention, Plans, and Practical Reason, Cambridge, Mass.: Harvard UP, 1987.

Clabaugh, Gary K. "The Pitfalls of Sloganeering," Educational Horizons 68 (Fall 1989): 5.

----- "Solemnity and Seriousness," Educational Horizons 69 (Summer 1991): 172-174.

Clabaugh, Gary K. and Edward G. Rozycki "Administrative Evaluation and the Benefits of Schooling," Educational Horizons 68 (Spring 1990): 127-131.

----- "Politics, Consensus, and Educational Reform," Educational Horizons 67 (Fall/Winter): 6-12.

----- Understanding Schools, New York: Harper & Row, 1990.

Cohen, Rosalie A. "Conceptual Styles, Cultural Conflict, and Nonverbal Tests of Intelligence," American Anthropologist 71 (October 1969): 828-856.

Cutler, William W. III "Cathedral of Culture: The Schoolhouse in American Thought and Practice since 1820," History of Education Quarterly 29 (Spring 1989): 1-40.

----- "The Systematization of American Education," History of Education Quarterly 16 (Spring 1976): 79-92.

Dietl, Paul "Teaching, Learning, and Knowing," Educational Philosophy and Theory 5 (October 1973): 1-25.

Elias, John L. Studies in Theology and Education, Malabar, Florida: R.E. Krieger, 1986.

----- "Teaching as Cure and Care: A Therapeutic Metaphor," Religious Education 85 (Summer 1990): 436-444.

OLIKER

- \_\_\_\_\_  
"The Theory-Practice Split," New Directions for Continuing Education 15 (September 1982): 3-11.
- Elias, John L. and Sharan B. Merriam Philosophical Foundations of Adult Education, Huntington, NY: R.E. Krieger, 1980.
- Goldstone, Peter "Is Plagiarism Stealing?" In Essays in Academic Ethics, by David B. Annis, Betty A. Sichel, Robert P. Craig, and Peter Goldstone. With an introduction by Arthur Brown. Knoxville, Tennessee: Society of Professors of Education, 1992. 33-43.
- \_\_\_\_\_  
"The Metaphysics of Teaching: Nature and Artifice/Unity and Plurality," In Philosophy of Education 1983, ed. Robert E. Roemer, 83-95. Normal, Illinois: Philosophy of Education Society, 1984.
- \_\_\_\_\_  
"Philosophical Analysis and the Revolution," In Philosophy of Education 1970, 220-228. Edwardsville, Illinois: Philosophy of Education Society, 1970.
- \_\_\_\_\_  
Review of Free Schools, by Jonathan Kozol and The Teacher Was the Sea, by Michael Kaye. Studies in Philosophy and Education 9 (Summer 1975): 35-52.
- Goldstone, Peter and Donald R. Tunnell "A Critique of the Command Theory of Authority," Educational Theory 25 (Spring 1975): 131-138.
- Grote, Margaret D. "Teaching and the Sex Act," Educational Theory 21 (Spring 1971): 187-192. See also Tannenbaum.
- Harris, Ian M. "Agreement in Art: An Educational Issue," Journal of Aesthetic Education" 7 (July 1973): 51-61.
- \_\_\_\_\_  
"Criteria for Evaluating School Desegregation in Milwaukee," Journal of Negro Education 52 (Fall 1983): 423-435.
- \_\_\_\_\_  
Peace Education, Jefferson, NC: McFarland, 1988.
- Harris, Ian and Richard Spanier "Accountability: Answerability and Liability," Journal for the Theory of Social Behavior 6 (October 1976): 253-259.
- Hogan, David John Class and Reform, Philadelphia: University of Pennsylvania Press, 1985.
- \_\_\_\_\_  
"Moral Authority and the Antinomies of Moral Theory," Educational Theory 40 (Winter 1990): 95-119.

OLIKER

Holtzman, Robert "The Effect of Collective Bargaining on Higher Education Collegiality," Government Union Review 5 (Winter 1984): 41-46.

Kapunan, Salvador "Teaching implies Learning," Educational Theory 25 (Fall 1975) 362-378.

Karier, Clarence J. and David Hogan "Schooling, Education, and the Structure of Social Reality," Educational Studies 10 (Fall 1979): 245-266.

Katz, Ellis Educational Policymaking, A View from the States, 1982. ERIC ED 226 403.

Kazepides, A.C. "On the Nature of Philosophical Questions and the Function of Philosophy in Education," Journal of Educational Thought 5, no. 1 (1971): 33-47.

Kazepides, Tasos "Educating, Socializing, and Indoctrinating," Journal of Philosophy of Education 16, no. 2 (1982): 155-165.

----- "In Defense of Ordinary Language," In Philosophy of Education 1980, ed. C.J.B. Macmillan, 145-148, Normal, Illinois: Philosophy of Education Society, 1981.

----- "Wittgenstein and the Rationalists on Learning and Teaching," In Philosophy of Education 1986, ed. Nicholas C. Burbules, 323-334, Normal, Illinois: Philosophy of Education Society, 1987.

Kimball, Solon T. and James E. McClellan Education and the New America New York: Vintage, 1962.

King, Roger B. "Education and Educational Policies," Educational Theory 29 (Winter 1979): 53-66.

Komisar, B. Paul "Conceptual Analysis of Teaching," High School Journal 50 (October 1966): 14-21.

----- "Language of Education," In L.C. Deighton, ed. The Encyclopedia of Education, New York: Free Press, 1971.

----- "Pedagogical Knowledge and Teacher Education," Proceedings of the 15th Annual Meeting of the Philosophy of Education Society, ed. E.E. Bayles, 15-22. Lawrence, Kansas: Philosophy of Education Society, 1959.

Komisar, B. Paul and Associates Natural Teaching Encounters, Philadelphia: KDC Enterprises, 1976.



OLIKER

Komisar, B. Paul and C.J.B. Macmillan, eds. Psychological Concepts in Education, Chicago: Rand McNally, 1967.

Macmillan C.J.B. "Philosophy of Education Society and the APA -- An Impressionistic History," Educational Theory 41 (Summer 1991): 275-286.

\_\_\_\_\_. "Psychological Concepts and Education," In L.C. Deighton, ed. The Encyclopedia of Education New York: Free Press, 1971.

Macmillan, C.J.B. and James W. Garrison A Logical Theory of Teaching: Erotetics and Intentionality, Dordrecht: Kluwer Academic Press, 1988

Macmillan, C.J.B. and Thomas W. Nelson, eds. Concepts of Teaching: Philosophical Essays, Chicago: Rand McNally, 1968.

Macmillan, C.J.B. and Shirley Pendlebury "The Florida Performance Measuring System: A Consideration," Teachers College Record 87 (Fall 1985): 67-78.

Manusov, Joseph "The Confirmability of PBTE," 1975.  
ERIC ED 104 822.

McClellan, Dorothy Spektorov and James E. McClellan "Perestroika in Philosophy: Report from Moscow State University," Teaching Philosophy 14 (September 1991): 243-257.

McClellan, James E. "Can Progressivism Be Revived?" Educational Theory 37 (Spring 1987): 121-134.

\_\_\_\_\_. "The Contributions of Herbart," Progressive Education 29 (March 1952): 168-170.

\_\_\_\_\_. "Educational Philosophy Resurrected," School Review 79, no. 2 (1971): 278-81.

\_\_\_\_\_. "In Reply to Professor Soltis," In Philosophy of Education 1971, ed. Robert D. Heslep, 55-59.  
Edwardsville, Illinois: Philosophy of Education Society, 1971.

\_\_\_\_\_. "Indocrinzation and Believing," 1976, ERIC ED 137 150.

\_\_\_\_\_. "Logical Pragmatism and Dialectical Materialism: The Beginning of Dialogue," Studies in Soviet Thought 35 (January 1988): 39-56.

OLIKER

\_\_\_\_\_  
Philosophy of Education, Englewood Cliffs, NJ: Prentice-Hall, 1976.

\_\_\_\_\_  
 "Philosophy of Education in American Colleges and Universities," La Educacion (Puerto Rico) 5 (Julio-Diciembre 1960): 84-98.

\_\_\_\_\_  
Toward an Effective Critique of American Education, Philadelphia: J.B. Lippencott, 1968.

McClellan, James E. and B. Paul Komisar Preface to Truth and Fallacy in Educational Theory, by Charles D. Hardie. Cambridge: Cambridge University Press, 1942, reprint, New York: Teachers College Press, 1962.

McClellan, John (James E. McClellan) Review of The Language of Education by Israel Scheffler. In Journal of Philosophy 58 (20 July 1961): 415-420.

Moskow, Michael H. "The Scope of Collective Bargaining in Higher Education," Wisconsin Law Review 1971, no. 1 (1971): 33-54.

Nelson, Thomas W. "Moral-Spiritual Vacuum," Teachers College Record 69 (March 1968): 604-607.

\_\_\_\_\_  
 "Philosophy of Education 1958-1990," Philosophy of Education 1991, ed. Margret Buchmann and Robert E. Floden, 26-39. Normal, Illinois: The Philosophy of Education Society, 1992.

Oliker, Michael A. "The College Newspaper: A Descriptive Definition," College Press Review 11 (Winter 1972): 9-12.

\_\_\_\_\_  
 "The Deprofessionalization Story and the Future of Technical Services," Illinois Libraries 72 (September 1990): 472-478.

\_\_\_\_\_  
 "Neutrality and the Structure of Educational Institutions," In Philosophy of Education 1979, ed. J.R. Coombs, 252-259. Normal, Illinois: Philosophy of Education Society, 1980.

\_\_\_\_\_  
 "Reason to Believe," Journal of Educational Thought 15 (April 1981): 77-81.

\_\_\_\_\_  
 Review of Predicting the Behavior of the Educational System by Thomas F. Green. Journal of Thought 18 (Spring 1983): 118-124.

OLIKER

Riegle, Rodney P., Dent M. Rhodes, and Thomas W. Nelson The Logic and Language of Educational Policy. Lexington, Mass.: Ginn Books, 1986.

Robertson, Emily E. "More than Words Can Say: Making Room for the Tacit Dimension," In Philosophy of Education 1982, ed. Donna H. Kerr, 95-105. Normal, Illinois: Philosophy of Education Society, 1983.

Robertson, Emily and Gerald Grant "Teaching and Ethics. An Epilogue," Journal of Higher Education 53 (May-June 1982): 345-357.

Rozycki, Edward G. "Are We Free to Choose Our Values? Response to Klein," Educational Theory 29 (Winter 1979): 67-69.

----- "The Curriculum as Reconciliation," Penn TESOL -- East Newsletter 5 (October 1985): 5-6.

----- "The Functional Analysis of Behavior," Educational Theory 25 (Summer 1975): 278-302.

----- "How Not to Develop Staff," Educational Horizons 70 (Fall 1991): 5-6.

----- "Measurability and Educational Concerns," Educational Theory 24 (Winter 1974): 52-60.

----- "More on Rewards and Reinforcers: A Reply to Michael Schliefer," Ethics 84 (July 1974): 354-358.

----- "Pain and Anguish: The Need for Corporal Punishment," In Philosophy of Education 1978, ed. Gary D. Fenstermacher, 380-392. Champaign, Illinois: Philosophy of Education Society, 1979.

----- "Policy and Social Contradiction: The Case of Lifelong Education," Educational Theory 37 (Fall 1987): 433-443.

----- "Rewards, Reinforcers, and Voluntary Behavior," Ethics 84 (October 1973): 38-47.

----- "Teaching Philosophy of Education: The Inherent Tensions," In Proceedings of the Midwest Philosophy of Education Society (1989 and 1990) ed. David B. Annis and Michael A. Olikier, 219-230. Muncie, Indiana: The Society, 1991. ERIC ED 345 987.

----- "TESOL: The Two Cultures," Penn TESOL -- East Newsletter 3 (April 1983): 5, 14.

OLIKER

\_\_\_\_ "Union and Profession: The Commonalities of Leadership,"  
Penn TESOL -- East Newsletter 5 (January 1985): 3, 21.

\_\_\_\_ "Values, Rationality, and Pluralism: A Plea for  
 Intolerance," in Philosophy of Education 1979, ed.  
 Jerrold R. Coombs, 195-204. Normal, Illinois:  
 Philosophy of Education Society, 1980.

Ruscoe, Gordon C. and Thomas W. Nelson "Prolegomena to a  
 Definition of Comparative Education," International  
 Review of Education 10, no. 4 (1964): 385-390.

Ryan, Francis J. "Teaching the Foundations of Education: A  
 Developmental Perspective," Journal of Educational  
 Thought 24 (December 1990): 187-194.

Schuler, Kenneth W. An Essential Role of In-Service Programs in  
 Educational Empowerment and Participation, 1989, ERIC  
 ED 319 699.

Silcox, Harry C. "In Memory of Marcus A. Foster 1923-1973,"  
Harvard Educational Review 44 (February 1974): 1-5.

Soffin, Alan "Analyzing an 'Analysis': Hardie on Education  
 According to Nature," Educational Theory 15 (July  
 1965): 240-247.

Stanley, William O. and Robert H. Holtzman "Perspectives and  
 Unity: Karl Mannheim," Educational Theory 19 (Summer  
 1969): 271-287.

Tannenbaum, Margaret D. "Vouchers are a Viable Option for Urban  
 Settings: A Response to Andrew B. Sandler and David E.  
 Kapel," Urban Review 22 (March 1990): 61-73. See also  
 Grote.

Tunnell, Don "Open Education: An Expression in Search of a  
 Definition," In The Philosophy of Open Education, ed.  
 David Nyberg, 14-23. London: Routledge, 1975.

Waks, Leonard J. "Philosophy, Education, and the Doomsday  
 Threat," Review of Educational Research 39, no. 5  
 (1969): 607-621.

\_\_\_\_ "The Responsibility Spiral: A Curriculum Framework for  
 STS Education," Theory into Practice 31 (Winter 1992):  
 13-19.

\_\_\_\_ Review of The Place of Reason in Education, by Bertram  
 Bandman, Educational Theory 17 (October 1967): 355-363.

OLIKER

\_\_\_\_ "STS and Community Services at the University of Quebec at Montreal," Science, Technology, and Society 78 (June 1990): 1-5.

\_\_\_\_ "Three Contexts of Philosophy of Education: Intellectual, Institutional and Ideological," Educational Theory 38 (Spring 1988): 167-174.

Williamson, William B. Language and Concepts in Christian Education. Philadelphia: Westminster, 1969.

\_\_\_\_ "Moral-Spiritual Values," Teachers College Record 68 (April 1967): 558-565.

Wolfbein, Seymour L. "Seven Signs for the Seventies," Journal of College Placement 35, no. 1 (1974): 42-45.

Yaure, Margaret K. "The Concept of Awareness," Journal of Thought 8 (November 1973): 259-269.

Zimring, Fred R. "Cold War Compromises: Albert Barnes, John Dewey, and the Federal Bureau of Investigation," Pennsylvania Magazine of History and Biography 108 (January 1984): 87-100.

# ADDITIONAL BIBLIOGRAPHY: CRITICAL THINKING & PHILOSOPHICAL ANALYSIS.

- A) The Nature of Critical Thinking.  
 Dewey, John. How We Think. D.C. Heath, 1933.  
 Drake, James A. Teaching Critical Thinking. Interstate, 1976.  
 Ennis, Robert H. "A Concept of Critical Thinking."  
Harvard Educational Review 32 (Winter 1962): 81-111.  
 McPeck, John E. Critical Thinking and Education.  
 St. Martin's Press, 1981.  
 Siegel, Harvey. Educating Reason. Routledge, 1988.
- B) Definition and Critical Thinking.  
 Drake, pp 23-32.  
 Ennis, "Definition in Science Teaching." Instructional Science 3 (1974): 285-298.  
 \_\_\_\_\_. Logic in Teaching. Prentice-Hall, 1969, pp 123-252.  
 Scheffler, Israel. The Language of Education. Thomas Books, 1960, pp. 11-35.  
 Soltis, Jonas F. An Introduction to the Analysis of Educational Concepts. 2nd ed. Addison-Wesley, 1978, pp. 1-20.
- C) Clarifying Educational Language.  
 1) Using Examples in Clarification.  
 Drake, pp. 55-77.  
 Green, Thomas F. The Activities of Teaching. McGraw-Hill, 1971, pp 203-213.  
 Riegler, Rodney P. et al. The Language and Logic of Educational Policy. Ginn, 1986, 3-16.  
 Wilson, John. Thinking with Concepts. Cambridge, 1963.  
 2) Vagueness and Ambiguity.  
 Green, pp 33-39.  
 Riegler, Ibid.  
 Scheffler, pp. 36-46.
- D) Statements, Evidence, and Truth.  
 Drake, pp 79-126.  
 Ennis, Logic, pp. 300-338; 405-422.  
 Green, pp. 65-94; 147-192.  
 Wilson, John. Language and the Pursuit of Truth. Cambridge, 1956. All but especially pp. 51-74.
- E) Argument Analysis.  
 Drake, pp. 127-166.  
 Frankena, William K. "A Model for Analyzing a Philosophy of Education." High School Journal 50 (October 1966): 8-13.  
 Meux, Milton. "Teaching the Act of Evaluating." Journal of Aesthetic Education 3 (January 1974): 85-105.  
 Petrie, Hugh G. "Practical Reasoning: Some Examples." Philosophy and Rhetoric 4 (Winter 1971): 29-41.  
 Toulmin, Stephen, et al. An Introduction to Reasoning. Macmillan, 1979. Especially pp. 1-103.  
 \_\_\_\_\_. The Uses of Argument. Cambridge, 1958, pp. 94-107.

#####