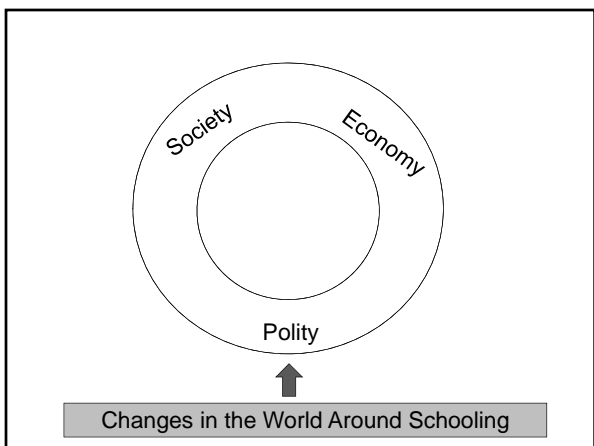


The Foundations of
School Leadership
in the 21st Century

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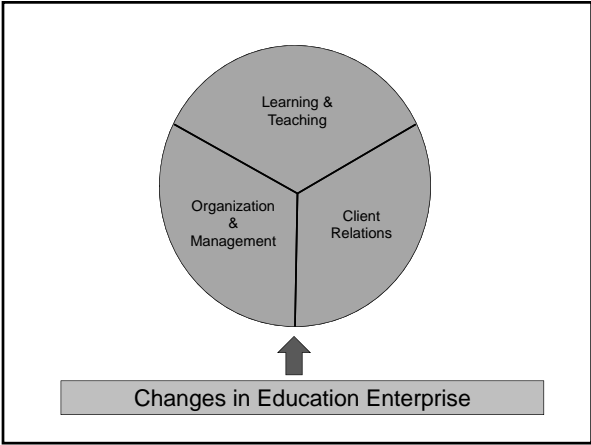
Changing Nature of World
Around the Schooling
Enterprise

- Changing political climate
- Changing social environment
- Changing economic conditions



Changing Nature of the Education Enterprise

- Understanding of learning and teaching
- Ways we organize and manage schools
- Relations between schools and the larger community



Changing Infrastructure of Education, 1980-2000

	1980 <small>(Weick, 1976, ASQ)</small>	2000 <small>(Murphy, 1989, EEPA)</small>
Goals	Unclear	Highly Focused
Production System	Poorly Defined	More Clearly Specified
Accountability	Nearly Absent	Prevalent

	1800-1890	1890-1920 Transition	1890-1980	1980-2010 Transition	1980→
Learning & teaching	Faculty psychology Mental discipline perspective		Experimental psychology Behavioral perspective		Constructivist psychology Social-constructivist perspective
Organization & management	Craft management		Scientific management Hierarchy & bureaucracy		Community-anchored
Governance & control	Lay control		Government and professional control		Market-anchored control (balanced control)

Changing conceptions of education, 1800-2000 (from Joseph Murphy, et al., *The Productive High School*, © 2001, Corwin Press.)

A Punctuated Equilibrium Model

	PHASE 1 1800-1890	PHASE 2 1890-1920 1920-1990	PHASE 3 1990-2010 2010→
Convergence #1		Recreation #1	Recreation #2
Core values (purpose & mission)	Unitary Intellectual development	Differentiated Social efficiency Hold youngsters	Intellectual development Educate all youngsters
Strategy (learning & teaching)	Faculty psychology	Experimental psychology Behavioral perspective	Constructivist psychology Social-constructivist perspective
Structure (organization & management)	Craft management	Scientific management Hierarchy and bureaucracy	Transformational & instructional management Community-anchored organization
Control & distribution of power (governance)	Lay control	Government and professional control	Market-anchored control, direct citizen control, government control, & professional control

Changing conceptions of high school education, 1800-2010: A punctuated equilibrium framework (Murphy, 2006)

