Administrative Advice	xv	Democratic Community	1
PRO/CON Debates	xvii	Social Justice	1
Administrator Profiles	xix	Emergent Nontraditional Perspectives	1
Foreword	101	Schools as Open Systems	2
D. C.	xxi	Inputs	2
	xxiii	Transformation Process	20
The Authors	xxvii	Outputs	2:
		Feedback	2:
PART I Fundamental Principles		Environment	2:
and Concepts 1		The Learning Organization	22
The Michigan Studies: Production		Summary 24	
1 Development of Administrative	9	Key Terms 25	
Theory	utaud.	Discussion Questions 25	
Focusing Questions 1		Suggested Readings 25	
What Is Theory?	2		
Theory and Research	2	2 Organizational Structure	27
Uses of Theory	3	Focusing Questions 27	
Development of Administrative Thought	6	What is Organizational Structure?	28
Classical Organizational Theory	6	Job Specialization	28
Scientific Management	6	Departmentalization	28
Administrative Management	7	Chain of Command	29
Human Relations Approach	8	Authority and Responsibility	29
The Hawthorne Studies	8	Centralization/Decentralization	29
Other Contributors to the Human		Line and Staff Authority	29
Relations Approach	9	Span of Management	30
Behavioral Science Approach	10	The Bureaucratic Model	30
Post-Behavioral Science Era	13	Bureaucratic Characteristics	30
School Improvement	13	Bureaucratic Dysfunctions	32

vi

The	Participatory Management Model	32	Theory Z	63
	Theory X and Theory Y	33	A Typology of Organizational Culture	65
	Individual versus Organization	34	Organizational Climate	67
	System 4 Organization	34	Open and Closed Climates	67
	Moral Leadership	37	Healthy and Sick Schools	69
	School-Based Management	37	Comprehensive Assessment of School	999
	Frames of Organization	38	Environments (CASE)	70
Alte	rnative Models of Organizational Structure	40	Pupil Control Ideology	72
	Compliance Theory	40	Summary 76	
	Mechanistic-Organic Organizations	41	Key Terms 77	
	Strategy-Structure Typology	44	Discussion Questions 77	
The	School as a Social System	48	Suggested Readings 77	
	Dimensions of a Social System	48		
	Expanded Model: Cultural Dimensions	49	PART II Administrative Processes	79
	Getzels's Latest Model: Communities Dimension	51	4 Motivation A to memopleved	79
Summary 52			Focusing Questions 79	
Key	Terms 52		Defining Motivation	79
Disc	cussion Questions 52		Content Theories	80
Sugg	gested Readings 53		Need Hierarchy Theory	81
			Existence Relatedness Growth Theory	83
3	Organizational Culture	54	Motivation-Hygiene Theory	84
Foc	using Questions 54		Learned Needs Theory	87
	at is Organizational Culture?	54	Content Motivation Theories:	0.0
20	Definition of Organizational Culture	55	Similarities and Conclusions	88
	Uniformity of Culture	56	Process Theories	89
Cre	ating, Maintaining, and Changing		Self-Efficacy Theory	89
	Organizational Culture	57	Sources of Self-Efficacy	90
	Creating Organizational Culture	57	Expectancy Theory	91
	Values Inhold singuismus	57	Basic Expectancy Model	91
	Maintaining Organizational Culture	59	Equity Theory Company Intolyand Production	92
	Changing Organizational Culture	61	Goal-Setting Theory	94
Effe	cts of Organizational Culture	62	Summary 97	
	Views of Excellence	62	Key Terms 97	

Disc	ussion Questions 98		6 Decision Making	135
Sagg	sested Readings 98		Focusing Questions 135	
5	Leadership	99	The Nature of Decision Making	135
	130 Q 180 Management - 034 gram		Types of Decisions	136
	sing Questions 99		How Are Decisions Made?	137
The	Nature of Leadership	99	The Rational Model	137
	Leadership Defined	100	The Bounded Rationality Model	139
	Leadership and Management	101	Road Map to Decision Making:	
Trait	Theories Theories	102	The Decision Tree	142
	Emotional Intelligence	104	Benefits of Group Decision Making	145
Beha	vior Theories	106	Problems with Group Decision Making	147
	The Iowa Studies: Authoritarian, Democratic, and Laissez-Faire Leadership	106	Groupthink	147
	THE PARTY OF THE P	106	Risky Shift	149
	The Ohio State Studies: Initiating Structure and Consideration	107	Escalation of Commitment	149
	The Michigan Studies: Production		Group Decision-Making Techniques	150
	Centered and Employee Centered	108	Brainstorming	150
	Leadership Grid: A Contemporary Extension	109	Nominal Group Technique	151
Cont	tingency Theories	111	Delphi Technique	152
781	Fiedler's Contingency Theory	111	Devil's Advocacy	153
	Path-Goal Theory	114	Dialectical Inquiry	153
Lead	ership Styles	117	Summary 154	
Louis	Leadership Style Continuum	117	Key Terms 155	
	Three-Dimensional Leadership Styles	119	Discussion Questions 155	
	Situational Leadership Styles	120	Suggested Readings 155	
Othe	er Contemporary Perspectives	123		
28	Synergistic Leadership Theory	123	7 Communication	157
	Leader-Member Exchange Theory	125	Focusing Questions 157	
	Reciprocal Influence Theory	125	The Importance of Communication	158
	Substitutes for Leadership	126	The Communication Process	158
	Transformational Leadership	127	Develop an Idea	158
Sum	mary 132	216	Encode	159
	Terms 132		Transmit	
	ussion Questions 132			159
	ested Readings 133		Receive	159
Sugg	esieu Reduings 199		Decode	159

	Accept	159	Understanding	177
	Use	159	Feedback	177
	Feedback	159	Listening	178
Nor	nverbal Communication	160	Summary 180	
	Kinesics	160	Key Terms 180	
	Proxemics	161	Discussion Questions 181	
	Paralanguage	162	Suggested Readings 181	
	Chronemics	162		
Dire	ection of Communication	162	8 Organizational Change	183
	Downward Communication	163	Emotional Intelligence 77 amagillatul fanoriom3	
	Upward Communication	164	Focusing Questions 183	ve jedi
	Horizontal Communication	165	Forces for Change	184
	Diagonal Communication	166	Accountability	184
	The Grapevine	166	Changing Demographics	184
Con	nmunication Networks	166	Staffing Shortages	185
	Network Patterns	167	Technological Changes and Knowledge Explosion	185
	Network Analysis	168	Processes and People	185
Com	amunication and Technology	171	Resistance to Change	186
	Electronic Mail (e-mail)	171	Interference with Need Fulfillment	187
	Instant Messaging	171	Fear of the Unknown	187
	Social Networking	172	Threats to Power and Influence	187
	Web Logs (Blogs)	172	Knowledge and Skill Obsolescence	187
	Presentation Technology	172	Organizational Structure	188
	Videoconferencing	172	Limited Resources	188
Barri	iers to Communication	173	Collective Bargaining Agreements	188
	Frames of Reference	173	Overcoming Resistance to Change	188
	Filtering	174	Participation	188
	Structure	174	Communication	188
	Information Overload	175	Support	189
	Semantics	175	Rewards	189
	Status Differences	176	Planning	189
Over	coming Barriers to Communication	176	Coercion	190
	Repetition	176	Managing Change	190
	Empathy	176	Lewin's Three-Step Model	190

Contents			
			1000

Kott	er's Eight-Step Plan	192	Title	218
	Harris's Five-Phase Model	193	Bilingual Education	218
Orga	anizational Development	194	Education for the Handicapped	219
	Total Quality Management	194	The Call for Excellence	221
	Strategic Planning	196	Racial and Class Implications	223
	Survey Feedback	199	Reform Reports on Excellence	224
	Job Enrichment	200	Need for Caution	225
	Laboratory Training	202	State Government and Education	226
	Behavioral Performance		State Hierarchy of Education	226
	Management	203	The Governor	227
	mary 206		State Legislatures	227
Key	Terms 207		State Courts	228
Disc	ussion Questions 207		State Education Agencies	229
Sugg	ested Readings 207		The State Board of Education	229
			Chief State School Officer	230
PAF	RT III The Structural Framewo	rk	State Departments of Education	231
	for Education 209	State I	State Reform Movements	232
•	Sales Tax		Lessons to Be Learned	234
9	Government and Education	209	Organization of School Districts	234
Focu	sing Questions 209		Size of School Districts	236
The l	Federal Role in Education	210	Number of School Districts	237
	nging Roles in the Federal Government		Students and Schools	238
an	d Education	210	Consolidation of School Districts	239
	Current Period: 1980s to 2010	211	Decentralization of School Districts	240
	Clarifying the Federal Role in Education	213	Local School Boards	240
	The Department of Education	213	School Board–Public Problems	242
Fada	ral Programs and Activities in Education	214	School Board Meetings	243
reaci	School Description		School Board Responsibilities	244
		215	School Board Views on School Reform	246
	Grants for Colleges	213	Effective School Reform	248
	Vocational Education Acts	215	The School Superintendent	250
	Relief Acts	216	The Superintendent's Job	250
	War Acts	216	Up the Professional Ladder	251
	National Defense Education Act Compensatory Education Acts	<ul><li>217</li><li>217</li></ul>	Superintendents' Problems and	254
	Compensatory Education Acts	21/	Performance	254

The	Central Staff	255	Summary 288	
	Large Districts: Increased Central		Key Terms 290	
	Offices	256	Discussion Questions 290	
	Small Districts: Understaffed Central Offices	257	Suggested Readings 290	
	Organizational Hierarchy	258	11 School Finance and	
	Efficiency Ratios	258	Productivity	291
The	Principal and the School	259	Focusing Questions 291	
	Conditions, Employment, and Trends	259	Education and Economics	292
Sum	mary 262		Tax Sources of School Revenues	293
Key	Terms 263		Local Financing of Public Schools	294
Disc	cussion Questions 263		Property Tax	294
Sugg	gested Readings 263		User Fees	295
901			Tobacco Settlement	295
10	Excellence, Equality, and		Urban/Suburban Disparities	296
	Education	264	Municipal and Educational Overburden	297
Foci	using Questions 264		Spending versus Outcomes	298
	initions and Labels	265	State Financing of Public Schools	298
	Role of the Schools	266	Sales Tax	299
THE	The Conservative Slant	268	Personal Income Tax	300
	Sputnik and Post-Sputnik	269	Lotteries and Other State Taxes	300
	Educational and Economic Opportunity	271	The States' Ability to Finance Education	301
Do	Schools Make a Difference? Large-Scale		State Financial Responsibility	302
	tudies	273	State Funding Methods	302
	The Coleman Report	273	School Budgeting	303
	The Jencks Study	276	School Effectiveness and Productivity	305
	The Duncan Model	278	Size of Schools	306
	Unaccounted Factors: Luck	279	Effective Schools	308
	ernational Achievement Gaps	134	Effective School Indicators	309
ir	n Education	280	School Finance Trends	310
	The International Report Card	281	Streamlining Budgets	311
	The Economics of Schooling	283	Environmental Hazards	313
	Pulling It Together	283	School Infrastructure Costs	317
	Excuses and More Excuses	284	Financing School Construction	320
	Brain Drain Counts	286	International Comparisons of Education	
	Centers of Creativity	288	Spending	321

хi

Sumi	nary 324		PART IV Administration of Progre	ams
Key	Terms 324		and Services 366	
Disci	ussion Questions 324		13 Curriculum Development and	
Sugge	ested Readings 325		Implementation	366
10	Logal Considerations and		Focusing Questions 366	
12	Legal Considerations and Education	326	Curriculum Definitions and Approaches	367
		020	Behavioral Approach	367
Focu.	sing Questions 326		Managerial Approach	369
Legal	Framework for Public Education	327	Systems Approach	370
	Federal Role in Education	327	Humanistic Approach	371
	State Role in Education	329	Curriculum Development	373
	American Judicial System	329	Tyler: Behavioral Model	373
The I	Law and Professional Personnel	331	Saylor, Alexander, and Lewis:	
	Certification	331	Managerial Model	376
	Contracts	332	Macdonald: Systems Model	377
	Termination of Employment	333	Weinstein and Fantini: Humanistic Model	378
	Discrimination in Employment	335	Scientific-Aesthetic Model	379
	Tort Liability	339	Curriculum Overview	380
The I	Law and Students	342	Nontechnical Model	381
	School Improvement	342	Components of Curriculum Development	384
	School Attendance	343	Criteria for Selecting Content	384
	Student Discipline	346	Criteria for Selecting Learning	205
	Freedom of Expression	349	Experiences	385
	Classification Practices	351	Balance in Determining the Curriculum	386
	Students with Disabilities	352	Leadership Considerations	388
The I	Law and State Issues	356	What Knowledge Is of Most Worth?	389
	School Desegregation	356	Knowledge as Facts	389
	Church-State Relations	357	Explosion of Knowledge  Essential Knowledge	390
	Financing Education	360	2000	391
Sumi		Unina	Trotaining to the Dibotal little	392
	Terms 364		0.00	392
			Computer Knowledge and Technology  Moral Knowledge	394
				395
Sugge	ested Readings 365		Moral Character	396

xii Contents

The I	Roles of the Curriculum Worker	397	The Master Teacher	421
	Responsibilities of the Curriculum		Cautions and Criticisms	423
	Worker	397	Teacher Contexts: New Research,	
	Leadership Role of the Principal	398	New Paradigms	424
	Managerial Role of the Principal	399	Metaphors	424
	Curriculum-Instructional Role of the Principal	400	Stories  Pianualisa and Autobiographics	42 <i>5</i>
	The Teacher and the Curriculum	401	Biographies and Autobiographies	427
	The Central (District) Office	402	The Expert Teacher	
	The Team Collaborative Approach	402	Voice	428
Imple	ementation as a Change Process	403	Reconceptualizing Teaching	428
impi	Incrementalism for Change	403	The Need for Humanistic Teaching	430
		404	Examples of Humanistic Teaching	431
	Resistance to Change		Moral and Civic Virtues	433
Sum	Improving Receptivity to Change mary 407	405	Teaching, Testing, and the Achievement Gap	436
Key	Terms 409		Teaching and Learning	437
Disci	ussion Questions 409		Aptitude, Achievement and Human Capital	438
	rested Readings 409		NAEP/State Standards and Test Scores	439
14	Analyzing and Improving		Race and Class	442
	Teaching	410	Another Option	443
Focu	using Questions 410		Summary 445	
Revi	ew of the Research on Teaching	411	Key Terms 446	
Teac	her Styles	412	Discussion Questions 446	
	Research on Teacher Styles	412	Suggested Readings 446	
Teac	her Interaction	414		
	Verbal Communication	414	15 Human Resources	
	Nonverbal Communication	415	Administration Administration	447
	Teacher Expectations	417	Focusing Questions 447	
Teac	her Characteristics	418	The Human Resource Management Process	448
	Research on Teacher Characteristics	418	Human Resource Planning	448
Teac	ther Effects	419	Job Analysis	449
	The Gage Model	419	Forecasting Demand and Supply	450
	The Good and Brophy Model	420	Legal Constraints	451
	The Evertson-Emmer Model	421	Affirmative Action Programs	453

	Cor	itents	xii
Recruitment	454	Performance Appraisal	466
Internal Sources	454	Performance Appraisal Methods	466
External Sources	455	Rating Errors	470
Internal versus External Recruitment	456	Compensation	471
Selection	457	Wages and Salaries	471
Biographical Information	457	Benefits	473
Reference Checks	459	Union-Management Relations	473
Written Tests	460	Union Membership	473
Performance Simulations	461	Collective Bargaining	473
Interviews	461	Summary 481	
Hiring Decision	463	Key Terms 481	
Professional Development	463	Discussion Questions 482	
Assessment of Professional Development	103	Suggested Readings 482	
Needs	464	12-3 CDC Guidelines for AIDS Education	
Professional Development Techniques	465	Name Index	485
Evaluating the Professional Development		Subject Index	494
Program	465	Case Index	515