

Fall 2009

TPS 1048

Educational Leadership and School Improvement

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Introduction

This seminar will offer participants an overview of approaches to leadership and the role of leadership in efforts to improve schools. Evidence from both school and non-school contexts will be examined for this purpose. Multiple sources of educational leadership will be considered including those in both formal and informal leadership roles.

Assignments and Evaluation

1. Group Projects

1.1: Leadership Standards Described (25% of course grade)

Leadership standards are common across many developed countries at the present time. They are often used in the selection of new school leaders and frequently serve as frameworks for leadership development experiences. This project asks your group to do the following:

- Find two sets of leadership standards (the web will be helpful for this);
- Compare and contrast the two sets of standards;
- Prepare a critique of the two sets of standards for presentation to the class

These presentations will be given in class sessions 6 and 7.

1.2: Leadership standards Improved (25% of course grade)

Building on the results of the first group project, and taking account of material discussed in the course, this project asks your group to:

- Prepare an exemplary set of standards for two leadership functions;
- Prepare an evidence-based justification for those standards.

2. Individual Assignment (50% of course grade): Each person will identify an issue, topic or problem related to leadership in their own organizational context and review recent research about that state of knowledge on the issue, topic or problem. Examples of such issues or topics include: leadership succession, leadership recruitment, leadership development, developing learning communities, how principals foster leadership distribution in their schools. You should discuss your choice of topic with me before beginning this assignment. Your final paper is due January 8.

Class Sessions

Leadership: Meanings and Models

1. (Sept 14) Evolution of Leadership Concepts in Education

Yukl, G. (1994). *Leadership in organizations. Chapter 1* (3rd ed.). Englewood Cliffs, NJ: Prentice-Hall.

2. (Sept 21) School Improvement: The Central Challenge For School Leaders

Leithwood, K., Jantzi, D., McElheron-Hopkins, C. (2006). The development and testing of a school improvement model, *School Effectiveness and School Improvement*, 17, 4, 441-464.

Leithwood, K., (2008). *Making Sense of It All: Seven Questions at the Heart of Principals' Leadership*, CPCO Newsletter, August.

3. (Sept 28) Alternative Models of Leadership

Mumford, M., Strange, J., Bedell, K. (2006). Introduction: Charismatic, ideological and pragmatic leaders: Are they really different, In Michael Mumford (Ed.). *Pathways to outstanding leadership*. Mahwah, NJ: Lawrence Erlbaum (3-24).

Leithwood, K., Duke, D. (1998). Mapping the conceptual terrain of leadership: A critical point of departure for cross-cultural studies, *Peabody Journal of Education*, 73, 2, 31-50).

Successful Leadership Practices

4. (Oct. 5) Toward a Synthesis of Leadership Models

Waters, J.T. & Marzano, R.J. (2006). School district leadership that works: The effect of superintendent leadership on student achievement. A Working Paper. Denver, CO: Mid-continent Research for Education and Learning (McREL).

Leithwood, K., Day, C., Sammons, P., Harris, A., Hopkins, D. (2006). Successful School Leadership: What it is and how it influences pupil learning (Chapter 2: The Nature of Successful Leadership Practices). London: Department for Education and Skills, Research Report 800.

Sources of Leadership

5. (Oct 19) Leadership as an Organizational Property

Leithwood, K., Mascall, B. (in press). Collective leadership effects on student achievement, *Educational Administration Quarterly*.

Harris, A. (2005). Teacher leadership: More than just a feel-good factor, *Leadership and Policy in Schools*, 4, 3, 201-220.

6. (Oct 26) Distributed Views of Leadership (+ group presentations)

MacBeath, J. (2008). Distributed Leadership: Paradigms, policy and paradox, In K. Leithwood et al. (Eds.). *Distributed leadership according to the evidence*.

Leithwood, K., Mascal, B., Strauss, T., Sacks, R., Memon, N., Yashkina, A. (2007). Distributing leadership to make schools smarter, *Leadership and Policy in Schools*, 6, 1, 37-68.

7. (Nov. 2) Followership: A Neglected Concept (+ group presentations)

Kelley, R. E. (2008). Rethinking followership. In R. E. Riggio, I. Chaleff & J. Lipman-Blumen (Eds.), *The art of followership* (5-15). San Francisco, CA: Jossey-Bass.

Howell, J. P., & Mendez, M. J. (2008). Three perspectives on leadership. In R. E. Riggio, I. Chaleff & J. Lipman-Blumen (Eds.), *The art of followership* (25-39). San Francisco, CA: Jossey-Bass.

Leadership: Some of Its Causes and Direct Effects

8. (Nov. 9) “Internal” Influences Shaping What Leaders Do

Leithwood, K., Day, C., Sammons, P., Harris, A., Hopkins, D. (2006). *Successful school leadership: What it is and how it influences pupil learning (Chapter 4: Roots of successful leadership practice)*. London: Department for Education and Skills, Research Report 800.

9. (Nov. 16) The Direct Effects of Leaders on Schools

Leithwood, K. (2007). The emotional side of school improvement: A leadership perspective. In T. Townsend (Ed.), *International handbook of school effectiveness and improvement, Part 2* (pp. 615-634). Dordrecht, the Netherlands: Springer.

Research on Contemporary Leadership Challenges

10. (Nov. 23) Diverse Student Populations

Riehl, C. (2006). Educational leadership in policy contexts that strive for equity. In *Handbook in educational policy*. Dordrecht: Kluwer/Springer Publishers.

Leithwood, K., & Steinbach, R. (2003). Successful leadership for especially challenging schools. In B. Davies & J. West-Burnham (Eds.), *Handbook of educational leadership and management* (pp. 25-43). London: Pearson Publishers.

11. (Nov. 30) Turning Around “Failing” Schools and Student Seminars

Duke, D. (in press). Understanding school decline, *Educational Administration Quarterly*.

12. (Dec. 7) Turning Around “Failing” Schools and Student Seminars

Murphy, J. (forthcoming). *The place of leadership in turnaround schools: Insights from organizational recovery in the public and private sectors*.