

BOSTON COLLEGE
GRADUATE SCHOOL OF EDUCATION
Theories of Leadership – ED 755 01
Instructor – Professor Andy Hargreaves

Mondays, 7:00 – 9:30 PM
Campion 300

COURSE DESCRIPTION

This course examines leadership theories, organizational culture, leadership within educational communities, the change process, and the concept of collaboration among administrators, teachers, parents, and students, and community members as a means of creating more effective educational communities. Participants will explore the concepts and theories of leadership in order to develop their own personal ideas of leadership, and will examine current proposals for educational change. In addition to readings, in-class discussions, and experiential activities, students will engage in an analysis of leadership processes and practices in one or more educational settings.

OBJECTIVES

- Students will understand and analyze various theories and concepts of leadership as they apply to schools and themselves.
- Students will understand principles and processes for facilitating organizational change in schools
- Students will examine contemporary educational reform efforts, and implications for leadership.
- Students will engage in critical dialogue with major theorists of leadership in education.

COURSE REQUIREMENTS

1. Attendance and participation in class meetings.
2. Weekly readings.
3. Completion of two assignments.

SESSION BY SESSION GUIDE

1. Introduction
2. The Context and Challenge of Leadership
3. Distributed Leadership
4. Leadership of Learning
5. Leadership of Culture
6. Leadership of Change
7. Moral and Ethical Leadership
8. The Politics of Leadership
9. Conversations about Leadership
10. Emotions of Leadership
11. Sustainable Leadership
12. Transformational Leadership

SET TEXTS

Sergiovanni, T. (2000). The Lifeworld of Leadership. San Francisco, Jossey Bass.

Fullan, M. (2001). Leading in a Culture of Change. San Francisco, Jossey Bass.

Hargreaves, A. (2003). Teaching In The Knowledge Society: education in the age of insecurity. New York, Teachers' College Press.

Theories of Leadership
Hargreaves, Fall 2003

1. **Introduction**

This class will be introduced to the major themes of the course and engage in critical reflections about their own experiences of leadership.

2. **The Context and Challenge of Leadership**

Hargreaves, A. (2003). Teaching In The Knowledge Society, Chapters 1-2.

Baumann, Z. (1998). Globalization: the Human Consequences. Cambridge, Polity Press, pp. 77-102.

Giddens, A. (1999). Runaway World: How Globalization is Reshaping our Lives, Cambridge, Polity Press, pp. 6-50.

Hobban, G. (2002). Teacher Learning For Educational Change: A System Thinking Approach, Buckingham, Open University Press, pp. 22-40.

Fullan, M. (2003). Change Forces With A Vengeance, New York, Routledge/Falmer, Chapter 3.

Handy, C. (1993). The Empty Raincoat: Making Sense of the Future, Hutchison, London, pp. 22-42.

Deal, T. & Peterson, K. The Leadership Paradox: Balancing Logic & Artistry in Schools, San Francisco, Jossey Bass, pp. 1-10.

3. **Distributed Leadership**

Spillane, J.P., Halverson, R. & Diamond, J.B. (2001) "Investigating School Leadership Practice: a distributed perspective." Educational Researcher, April pp. 23-28.

Crowther, F., Kaagan, S.S., Ferguson, M., & Hann, L. (2002). Developing Teacher Leaders. Thousand Oaks, Corwin Press, pp. 3-35.

Levin, B. (2000). "Putting Students at the Center in Educational Reform," Journal of Educational Change, 1(2) pp. 155-172.

4. **Leadership for Learning**

Stoll, L., Earl, L., & Fink, D. (2002) It's About Learning, Buckingham, Open University Press. (extract)

Senge, P. (1996) "The Leader of the Future" in Senge, P. (1996) Leading Learning Organizations, New York, The Peter Drucker Foundation.

Mulford, W. (1998) "Organizational Learning and Educational Change" in Hargreaves, A., Lieberman, A., Fullan, M. and Hopkins, D. The International Handbook of Educational Change, Dordrecht, Kluwer.

Hargreaves, A. (2003) Teaching in the Knowledge Society, New York, Teachers' College Press, Chapter 5.

Fullan, M. (2001) Leading in a Culture of Change, San Francisco, Jossey-Bass.

5. **Leadership for Change**

Fullan, M. (1995) "Leadership for Change" in Leithwood, K. (ed) International Handbook of Educational Leadership, The Netherlands, Kluwer.

Elmore, R.F. (2000) Building a New Structure for School Leadership, Albert Shanker Institute.

Sarason, S. (1990) The Predictable Failure of Educational Reform, pp. 1-8 and 49-76.

6. **Cultural Leadership**

Sergiovanni, T. (2000). The Lifeworld of Leadership, San Francisco, Jossey-Bass, Chapters 1&2.

Hargreaves, A. (2003) Teaching in the Knowledge Society, New York, Teachers' College Press, Chapter 6.

Bolman, L.G. & Deal, T.E. (1997) Reframing Organizations: Second Edition, San Francisco, Jossey-Bass, pp. 101-120 and 213-262.

7. **Moral Leadership**

Fullan, M. (2001) Leading in a Culture of Change, San Francisco, Jossey-Bass, extract.

Campbell, E (1997), "Ethical School Leadership: Problems of an Elusive Role," Journal of School Leadership, Vol. 7, May, 287-300.

Starratt, R. (1991) "Building an Ethical School: a theory for practice in Educational Leadership" Educational Administration Quarterly, 27, 2, pp. 185, 202.

8. **Intellectual-Cognitive Leadership**

Leithwood, K., Jantzi, D. & Steinbach, D. (1999). Changing Leadership for Changing Times, Buckingham, Open University Press, Chapter 7.

Mulford, W. (1998) "Organizational Learning and Educational Change" in Hargreaves, A., Lieberman, A., Fullan, M., Hopkins, D., The International

Handbook of Educational Change, Dordrecht, Kluwer.

Gardner, H. (1996) Leading Minds, New York, Bantam Books. (extract)

9. **The Politics of Leadership**

Blase, J. & Blase, J. (2002). Breaking the Silence: Overcoming the Problem of Principal Mistreatment of Teachers, Thousand Oaks, Sage, pp. 1-12, 21-44

Blase J. & Anderson, G. (1995). The Micropolitics of Educational Leadership, New York, Teachers' College Press, pp. 1-24, 129-147.

Slater, R. O. & Boyd, W. L. (1999). "Schools as polities", in Murphy J. and Seashore Louis, K. (ed) Handbook of Research on Educational Administration, Second edition, San Francisco, Jossey Bass, pp. 323-336.

10. **Conversations about Leadership**

Class groups will engage in and report critical conversations with leading theorists of leadership in education.

11. **The Emotions of Leadership**

Goleman, D. (2002) Primal Leadership, New York, Bantam Books, pp. 1-31, 91-112.

Boler, M. (1999) Feeling Power, New York, Routledge, Chapter 3.

Ackerman, R. (2001). The Wounded Leader. San Francisco, Jossey Bass (extract).

Fineman, S. (2000) "Commodifying the emotionally intelligent," in Fineman, S. (ed) Emotion in Organizations, Second Edition, Thousand Oaks, CA, Sage.

Blackmore, J. (1996). "Doing emotional labor in the educational market place: stories from the field of women in management," Discourse, 17, 3 pp. 337-349.

Hargreaves, A. (2003) "Emotional geographies of teaching", Teachers' College Record, 103(6) pp. 1056-1080.

James, C. & Connolly, N (2001). Effective Change in Schools, New York
Routledge/Falmer, Chapter 4.

Loader, D. (1997) The Inner Principal, New York, Routledge/Falmer Press, (extracts).

12. **Sustainable Leadership**

Hargreaves, A. & Fink, D. (2003) "Sustainable Leadership," Phi Delta Kappan, May, pp. 693-700.

- Datnow, A. (2000). "Power and politics in the adoption of school reform models," Educational Evaluation and Policy Analysis, 22, 4, 357-374.
- Stein, M., Hubbard, L. & Meighan, H. (in press), "Reforms that Travel", Journal of Educational Change.
- Tyack, D. (1990). "Restructuring in historical perspective; tinkering toward utopia," Teacher's College Record, 92, 2, 170-191.
- Stoll, L. (1999). "Realizing our potential: building capacity for lasting improvement," Keynote address to the twelfth International Congress for School Improvement, San Antonio, Texas, January 3-6.

13. Transformational Leadership

- Leithwood, K. Jantzi, D. R. & Steinbach, R. (1999). Changing Leadership for Changing Times, Buckingham, Open University Press, Chapter 2.
- Gronn, P. (1995). "Greatness revisited: the current obsession with transformational Leadership," Leading and Managing, 1, 1, Autumn, 14-27.