

# Alternative Structures and Best Practices - Research Citations

The Alternative Structures and Best Practices subgroup looked broadly at the research done on school management, investigating various sources of information such as published articles and scholarly books. We supplemented that empirical evidence with consultation with leading theorists, making site visits to highlighted schools, and talking to local administrators in person or by telephone.

While our work is not intended to reflect the discipline of an academic research paper, we thought it appropriate to identify the various sources that were used during our research on organizational structure in schools:

## **Periodicals:**

*Phi Delta Kappan Magazine, Administrative Science Quarterly, Educational Evaluation and Policy Analysis, Consortium for Policy Research in Education Finance Briefs, Education Digest Harvard Business Review, Journal of Teacher Education, Educational Leadership; the Elementary School Journal; Leadership and Policy in Schools. Educational Administrative Quarterly, Clearinghouse on Educational Policy and Management*

## **Books, articles and papers:**

Barth, Roland. Improving Schools From Within  
Barry, Barry. Managing the Bossless Team  
Blase, J. and Blase, J. Handbook of Instructional Leadership  
Block, Peter. Stewardship: Choosing Service over Self-Interest  
Bolman, Lee and Terrence Deal, Reframing Organizations  
Collins, Jim *Level 5 Leadership*  
Deal, Terrence and Peterson, Kent Shaping School Culture  
Deming, W.E. Out of the Crisis  
DuFour, Richard, & Eaker, Robert. Professional Learning Communities at Work.  
Evans, Robert. The Human Side of School Change  
Fullan, Michael The New Meaning of Educational Change  
Garner, R. “When two heads are better than one”  
Gardner, John. The Nature of Leadership  
Glasser, William. The Quality School  
Goddard, J.T. “Leadership in the postmodern era”  
Gordon, P. and Meadows, B.J. “Sharing a Principalship Principal”, vol 66, pp 26-29  
Grubb, W.N. and Flessa, J.J. “Multiple Principals and School Leadership”  
Gursky, D. Team Management in Minnesota, Education Digest, vol 56, pp.35-38  
Johnson, Susan. Leading to change  
Kanter, Rosabeth. Men and Women of the Corporation  
Kendall, Donald, cited in “Vital Speeches”

Kotter, John. Leading Change  
Lashway, Larry. “Distributed Leadership”  
Lieberman, Ann et al, Building a Professional Culture in Schools  
Marsh, David paper presented at the annual meeting of the American Educational  
Murphy, Jerome. *Notes from the Swamp*  
Research Association, Chicago, 1997  
Riehl, Carolyn & Leithwood, K. “What We Know About Successful School Leadership.”  
Rust, F.O. & Freidus, H. Eds, Guiding School Change  
Ryan, Kevin and Bohlin, Karen. Building Character in Schools  
Saphier, Jon and King, M. “*Who’s Teaching Whom?*”  
Schlechty, Phil. Inventing Better Schools  
Sarason, Seymour  
Senge, Peter. The Fifth Discipline (1990)  
Senge, P. et al. Presence: Human purpose and the field of the future  
Sergiovanni, Thomas Leadership for the Schoolhouse  
Sergiovanni, T. Value-Added Leadership  
Sergiovanni, Thomas. Strengthening the Heartbeat  
Shockley, R.E. Clearinghouse, vol 55, pp.90-93  
Thurman, R. “Educational Leadership”, May pp.778-83  
Wheatley, Margaret. “Goodbye, Command and Control”, paper presented  
Wagner, T. & Kegan, R. Change Leadership: A Practical Guide to Transforming Our Schools

### **Professional Associations, Projects, Schools, or Individuals:**

School-Based Management Project, University of Southern California; Northwestern University’s School of Education and Social Policy and Institute for Policy Research; Harvard University’s Principal’s Center; Wallace Foundation’s Alternative School Administration Study; Carole Kennedy, Principal-in-Residence, National Board for Professional Teaching Standards, Principal-in-Residence at the National Department of Education; National Association of Elementary School Principals; Jerry Bamburg, PhD, Center for Effective Schools; University of Washington at Seattle; Kent Peterson, Professor of Educational Administration, University of Wisconsin at Madison; National Center for Restructuring Education, Schools and Teaching, Columbia University; School Restructuring Study James Spillane, Northwestern University; Nancy Yoder, PhD; Maureen Roache; Chris Finn; Jean Behnke; Massachusetts Elementary Schools Principals Association

### **The following schools and/or school districts were investigated as part of our research:**

Puget Sound Educational Consortium, Pittsburgh Public School District Jefferson County, Kentucky; Prince William County, Virginia; and San Diego, California; Carson School et al, Chicago Illinois; Advanced Math and Science Academy; Kalispell, MT; Poway, CA; Winona, MN; Jefferson County, KY, Woods Learning Center, Caspar, Wyoming; Western High School, Oregon; Independent School District 2, Minnesota; Anzar High School, California, Community High School, Milwaukee; Broward County

“Decision-Making Cluster”; EdVisions Cooperative (Minnesota); Milwaukee School of Entrepreneurship; IDEAL charter School; Advanced Language and Academic Studies Charter School; Crossroads Academy, NH; Memorial School, Milford, MA; Mystic Valley Regional Charter School; Patrick Lyndon Pilot School, West Roxbury, MA; Hilltown Cooperative Charter Public School, Haydenville, MA; Schoolcraft Learning Charter School; Paidea Academy Charter School; Abby Kelley foster Charter Public School, Worcester, MA; Marblehead Community Charter Public School, Marblehead, MA; Seven Hills Charter Public School, Worcester, MA; Academy Charter School, Castle Rock; Academy of Charter Schools, Westminster, CO; Alta Vista Charter School, Lamar, CO; Aspen Community, Woody Creek, CO; Aurora Academy, Aurora, CO; Challenge to Excellence Charter School, Douglas, CO; Cherry Creek Academy, Englewood, CO; Cheyenne Mountain Charter Academy, Colorado Springs, CO