

EDUCATION 624
SCHOOLS AS ORGANIZATIONS
Spring, 2009

Instructor: Richard M. Ingersoll

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office hours - Wednesdays 2:00-4:00 in 415 GSE, or by appointment

GSE Office: room 415, 3700 Walnut St., Graduate School of Education, 215-573-5674

CPRE Office: room 531, suite 560, 3440 Market St., Science Center, 215-573-0700 ext. 226

Class Hours and Location: Tuesdays 4:30-7:00 in GSE room 400.

Course Description: Schools are places of learning--but they are also workplaces, teachers are employees and teaching is a job. This course focuses on theory and research concerned with the organizational and occupational side to schools and teaching. It draws from multiple fields and perspectives, including: organizational theory; the sociology of organizations, occupations and work; educational administration; and school leadership. The objective is to have students understand and evaluate a series of different perspectives from theory, research and policy concerned with the character of the teaching occupation and the organization of schools.

Required Readings:

There are 4 required texts, which are available for purchase at Penn Book Center (130 S. 34th St.) and are also on reserve at Van Pelt Library's Rosengarten Reserve Room:

David Tyack. 1974. The One Best System Harvard Univ Press

Gerald Grant. 1988. The World We Created at Hamilton High Harvard Univ Press.

Dan Lortie. 1975. School Teacher Univ of Chicago Press.

Richard Ingersoll. 2003. Who Controls Teachers' Work? Harvard Univ Press

In addition, a set of required readings are available for purchase as a bulk pack from The Campus Copy Center (3907 Walnut St.). These readings are listed below in the Course Outline.

Also on reserve are three of the books from which a number of the readings are drawn:

Raymond Callahan – Education and the Cult of Efficiency

Ted Sizer – Horace's Compromise

John Chubb and Terry Moe - Politics, Markets and America's Schools

Grading Criteria:

20% - Summaries of Weekly Readings

40% - Take-home Mid-term Exam

40% - Take-home Final Exam

Course Outline:

(Note: This schedule is tentative and subject to change).

Week 1 (Jan. 20) The Theory of Bureaucracy and Organization

W. Richard Scott – “The Rational Systems Perspective”

Week 2 (Jan. 27) Schools as Bureaucratic Systems

David Tyack - The One Best System
(especially Parts I, II, III and Epilogue)

Week 3 (Feb 3) Schools as Businesses

Raymond Callahan – chapters 1, 5, 9, 10 from Education and the Cult of Efficiency
Ted Sizer – Prologue; Part III, chapter 1 (“Three Teachers”), chapter 5 (“Teachers”) and Part IV, chapter 1 (“Hierarchical Bureaucracy”), chapter 2 (“Better Schools”), chapter 3 (“A Paralysis of Imagination”) from Horace’s Compromise

Week 4 (Feb. 10) Schools as Loosely Structured Organizations

Charles Bidwell - "The School as a Formal Organization"
Dan Lortie - "The Balance of Control and Autonomy in Elementary School Teaching"
Karl Weick – “Educational Organizations as Loosely Coupled Systems”

Week 5 (Feb. 17) Schools as Decoupled Systems

John Meyer and Brian Rowan - "The Structure of Educational Organizations"
Elmore, Richard - Building a New Structure for School Leadership.

Week 6 (Feb. 24) Schools as Bureaucracies vs. Schools as Markets

John Chubb and Terry Moe - chapters 1,2,6 from Politics, Markets and America's Schools

Week 7 (March 3) Debate and Take-Home Midterm Exam

Week 8 (March 10) Spring Break – No Class

Week 9 (March 17) Schools as Bureaucracies vs. Schools as Communities

Gerald Grant - The World We Created at Hamilton High
(especially Part II)

Week 10 (March 24) Teaching as Disempowered Work

Richard Ingersoll - Who Controls Teachers' Work?

Week 11 (March 31) Teaching as Uncertain Work

Dan Lortie. School Teacher
(especially chapters 1-6)

Week 12 (April 7) Teaching as Women's Work, Administration as Men's Work

Adria Reich - "Teaching is a Good Profession for a Woman"
Myra Strober and David Tyack - "Why Women Teach and Men Manage"
Jim Allan - "Male Elementary Teachers."

Week 13 (April 14) Annual Meeting of American Educational Research Assoc. – No Class

Week 14 (April 21) Teaching as Deprofessionalized Work

Richard Ingersoll – Is There Really A Teacher Shortage?
Richard Ingersoll - "The Problem of Underqualified Teachers in American Secondary Schools."

Week 15 (April 28) Review and Final Exam

Week 16 (May 5) Final Exams Due