

Administrative Guidelines

The _____ aspects of administration are the technical and legal duties related to the hierarchical structure of the school system. In large measure, these tasks focus on compliance with legislation, policies, or role descriptions. They also involve the stewardship of resources and the creation of processes and structures that are necessary, although not sufficient, to enable the school to achieve its goals.

When assessing management, the underlying worldview is mechanistic, the focus is on competence, and the operative question is,

The _____ aspect of an administrator's role involves more art than science. It relates to the community served by the bureaucratic infrastructure and is effected more through influence than authority. Leadership fosters not merely compliance but meaningful commitment to the school system and its mission. It relates to the deeper meanings and higher callings of the system beyond the more utilitarian duties and tasks that sustain the bureaucratic mechanisms that support those purposes. When assessing leadership, the underlying worldview is organic, the focus is on character, and the operative question is,



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dilemmas resulting from this context.

In fact, the ability to live these dilemmas in a principled but flexible manner and to learn from them, and thus to help others to do so as well, may be the most critical foundation of leadership capacity.

There are, of course, many other determinants. Leaders in all roles benefit from a wide range of general and mission-

