



THE UNIVERSITY OF  
WESTERN AUSTRALIA

# Educational Leadership

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Leading the environment: Parents  
and the Community

Elaine Sharplin

PAST		PRESENT	
Identify who the school related to?	What was the nature of the relationship?	Identify who the school currently interacts with	What is the nature of the relationship
Eg Parents			
The church			

# External publics:

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- Parents
- Members of governing bodies
- Government departments
- Non-parent ratepayers
- Retired citizens
- Business
- Industrial
- Professional Associations
- News Media

- “on an unprecedented scale school-community relationships will necessarily become a central and possibly dominant pre-occupation in the foreseeable future” (Williams, 1989, p. 20).

# Recent environmental pressures

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- Market orientation – choice
- Parent choice - power
- Responsive to broader community issues – local economy
- Relationships with industry
- “Partnerships”

# Marketisation of education

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- competition,
- choice,
- clients,
- diversity,
- accountability,
- consumer responsiveness,
- the market place.

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- Real change and improvement

or

- Cosmetic changes and advertising hype

# Commercial activity classified as:

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- ⊙ sponsorship of program
- ⊙ exclusive agreements
- ⊙ incentive programs
- ⊙ appropriation of space
- ⊙ sponsored materials
- ⊙ electronic marketing
- ⊙ privatisation (Feuerstein ).

<b>Cost</b>	<b>Benefit</b>
Potential for exploitation	Additional funding
Competition between education for workforce development and liberal education	Access to resources
Goals of public schooling compromised	increase support for education
Negative impact on the curriculum	Support of programs available eg teacher work experience
Biased and incomplete information	
Influence on values	

# Leadership responsibilities

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- Keeping the focus on core business
- Making relationships work for the good of students and learning
- Brokerage skills
- Political management of group influences
- Gatekeeping – keeping out undesirable influences and demands
- Advocate
- Managing the media and the image

# Roles of the leader

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- Trustee – eminence of professional judgement, educational leader
- Delegate – open and responsive to those it serves
- Politico – maintains balance between interest groups (Williams, 1989)

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- Gatekeeper
  - Entrepreneur

# Political Leadership



Gain support, recognise power sources,  
negotiate between stakeholders, exercise  
influence, strategically plan

# Political Leadership

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## Identify sources of support

- Build a critical mass

