Instructor: Richard M. Ingersoll  
rm@gse.upenn.edu  
office hours - Tuesdays 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: Mondays 1:30-4:30 in GSE room 427  

Course Description: Schools are places of learning—but they are also workplaces, teachers are employees and teaching is a job. This in-depth doctoral-level 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.  

In addition, a set of required readings are available for purchase as a course pack from The Campus Copy Center (3907 Walnut St.). These readings are listed as CP 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:  
16% - Summaries of Weekly Readings
42% - Take-home Mid-term Exam
42% - Take-home Final Exam

**Use of Laptops/Mobile Devices in Class:** is acceptable only for classroom purposes. While in class, please refrain from web browsing, emailing, etc. for non-classroom purposes.

**Grading Scale:**
A+: 97-100
A : 94-96
A- : 90-93
B+: 87-89
B : 84-86
B- : 80-83
C+: 77-79
C : 74-76
C- : 70-73
Etc.

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

**Week 1  (Sept 9)  The Theory of Bureaucracy and Organization**

W. Richard Scott – “The Rational Systems Perspective” (CP) (an optional reading)

**Week 2  (Sept 16)  Schools as Bureaucratic Systems**

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

**Week 3  (Sept 23)  Schools as Tightly Structured Organizations**

Raymond Callahan – chapters 1, 5, 9, 10 from Education and the Cult of Efficiency (CP)
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 (CP)

**Week 4 (Sept 30) Schools as Loosely Structured Organizations**

Charles Bidwell - "The School as a Formal Organization" (especially Intro. and Concl.)
Dan Lortie - "The Balance of Control and Autonomy in Elementary School Teaching"
Karl Weick – “Educational Organizations as Loosely Coupled Systems” (all CP)

**Week 5 (Oct 7) Schools as Decoupled Systems**

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

**Week 6 (Oct 14) Schools as Bureaucracies vs. Schools as Markets**
*(Take-Home Midterm Exam distributed)*

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

**Week 7 (Oct 21) Debate (Midterm Exam Due)*

**Week 8 (Oct 28) Schools as Bureaucracies vs. Schools as Communities**

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

**Week 9 (Nov 4) Teaching as an Occupation**

Dan Lortie - School Teacher (especially chapters 1-6 and 9)
Week 10 (Nov 11)  Teaching as Women’s Work, Administration as Men’s Work

Adria Reich - "Teaching is a Good Profession for a Woman" (CP)
Myra Strober & David Tyack - “Why Woman Teach and Men Manage” (CP)
Jim Allan - “Male Elementary Teachers.” (CP)

Week 11 (Nov 18)  Teaching as Disempowered Work

Richard Ingersoll - Who Controls Teachers’ Work? (especially chapters 1, 2, 5, 6, 7)

Week 12 (Nov 25)  Teaching as Deprofessionalized Work

Richard Ingersoll - “The Problem of Underqualified Teachers in American Secondary Schools.” (CP)

Week 13  (Dec 2)  The Future of the Teaching Force

Richard Ingersoll and Lisa Merrill – Seven Trends: The Transformation of the Teaching Force (CP)

Week 14  (Dec 9) Review and Take-Home Final Exam

Week 15  (Dec 16) Final Exams Due – No Class