

The Effects of Federal Education Programs on School Principals. Rand Corporation, 1980.

1980. Paul Thomas Hill

Typically, each school has a single administrative officer, a principal, who is responsible for the operation of the school. In very small schools, the person may teach part-time as well. In large schools, there may be one or more assistant principals. The administrative hierarchy may consist also of a number of department chairpersons, school counselors, a social worker, school psychologist, diagnostician, and so on. Although functions vary by location and size, the principal is primarily responsible for administering all aspects of a school's operations. What then do principals actually do?

The principal as leader: an overview. Education research shows that most school variables, considered separately, have at most small effects on learning. The real payoff comes when individual variables combine to reach critical mass. Creating the conditions under which that can occur is the job of the principal. For more than a decade, The Wallace Foundation has supported efforts to improve leadership in public schools. A central source of leadership influence. The school principal as leader. Traditionally, the principal resembled the middle manager suggested in William Whyte's 1950's classic *The Organization Man*—an overseer of buses, boilers and books. This is a study of the effects of federal education programs on the job of school principals. It asks: (1) how have school principals' jobs changed in the past five years, (2) how much of the change is due to federal programs, and (3) to what degree...? The Pardee RAND Graduate School (PRGS.edu) is the largest public policy Ph.D. program in the nation and the only program based at an independent public policy research organization—the RAND Corporation. About PRGS. Admissions. Academics and Degree Program. Students. Faculty. Featured Video on PRGS.edu. Overview: Pardee RAND Graduate School. Student Spotlight. Karishma Patel. Assistant Policy Researcher; Ph.D. Candidate, Pardee RAND Graduate School. Uzaib Saya. The school principal is the highest-ranking administrator in an elementary, middle, or high school. Principals typically report directly to the school superintendent, but may report to the superintendent's designee, usually an associate superintendent, in larger school districts. The highest-ranking school level administrator in some private schools is called the head master. Head masters have many of the same responsibilities as principals, but they may engage in additional activities such as fund-raising. In some school districts, a single person functions as superintendent and principa...