

**An Historical View of the Evolution/Devolution of the Principalship
(Beck and Murphy)**

Years	Titles	Descriptions
1920's through 1930's	Spiritual Leader Scientific Manager Dignified Leader Social Leader	Linked with absolute, spiritual truths Acts with dignity and importance Expected to be a social leader in the community
1940's	Leader on the Home Front Democratic Leader Public Relations Representative Curriculum leader, Supervisor	Communicates practices and priorities to the community Demonstrates democratic leadership
1950's	Chief Administrator Defender of Educational Practice Efficient Manager of Time Overseer of Minute Details	Involved with ALL matters of school operation Prioritizes organizational task so ALL is accomplished Brings together effective teaching and management
1960's	Bureaucrat Protector of Bureaucracy User of Scientific Strategies Accountable Leader Inhabitant of a "role in conflict"	Guards the distribution of power in the hierarchy Uses empirical data in planning Is held accountable for measurable outcomes
1970's	Imparter of Meaning to Educational Efforts Community Leader Juggler of Multiple Roles Facilitator of Positive Relationships	Relates well to people & facilitates positive interactions between students and teachers Leads students, teachers, and the larger community
1980's	Problem Solver Resource Provider Instructional Leader Visionary Change Agent	Develops and communicates a picture of the Ideal school Facilitates needed changes in operations to ensure school effectiveness
1990's	Leader of transition from bureaucratic model of schooling to post-industrial modal	Servant Organizational architect Social Architect Educator (return to earlier image of primary teacher) Moral Agent (values analyst and ethical leader) Community Leader
2000's	<p>How do you think the principals of the 2000s will be described? Under which roles did you receive your schooling? Which roles were important when you were beginning your principalship? Which roles does your current job demand?</p>	