The Function and Leadership of Elmtown's Schools

Here is a map of Elmtown, a typical small mid-American city as it existed around mid-century. As you will note, there is a mill in town. It has traditionally provided employment for a number of area residents. Given what you know about schooling in America, please, address the following questions about schooling in the town of Elmtown.

1. **Where was the original school built in Elmtown? Why was it placed in that location? What does its location and rationale say about the relation of the school to the community?**
   The original school was built near the center of town and the Old Residential area and the Industrial Center. It was built there to be in close proximity to the homes and to link School/Community.

2. **As Elmtown grew and became more prosperous, there was a need for more schools. Where were the new schools built and why were they placed in those locations? Did the new set of schools represent any changes in what the town hoped to achieve with its schools?**
   As Elmtown grew, new schools were built north of the Tracks and near the 400's. This was done to serve the growing population and ease transportation burdens. It represented the diverse needs of the population, transportation burdens, and population growth.

3. **The location of the non-public school is indicated on the map. Why was the non-public school placed in its location? What purposes did it serve in its social context? How did it compare functionally with the public schools?**
   The Old Residential Area – first people there, old residential. Social context – Town meetings, Faith, Emotional Support

4. **What major social values or assumptions about school functioning are embedded in or revealed by the decisions that have led to the system of schools as you have described it? How do these decisions align with notions of equality and democracy?**
   Increased population, racial demographics, equality/democracy, no equality/democracy

5. **Assume that your team is a study team contracted to conduct a study of the Elmtown High School. The Board of Education wants to know if the school experience of all its youth is essentially equivalent in terms of quality of life and performance: are students having a fair chance to succeed?**

   You are preparing your data for the report to the Board. Somehow the data got messed up and the first key tables are only partially complete. You do not have time to reformulate the tables. What you must do is to use the data that you do have and

your understanding of how the system works to re-construct the tables so that you can show the data to the Board. Construct these tables for your oral presentation and be prepared to discuss the patterns revealed by the data and how these patterns address the basic question the Board wants answered.

Assume that you are now an educational leader in Elmtown and it is now a new century.

6. **What are some of the major <u>social changes</u> that have taken place in the demographics and economic circumstances since the early schools were designed and built in Elmtown? How might these social changes have impacted the design and function of the schools?   In what major ways is the system of public education both alike and un-alike the school system of mid-century?**
Demographic & Industrial changes, generation, poverty. Mill closed, white flight, high unemployment, minority population in the city, schools closing, low performance. Unalike – everyone has equal opportunity in every field (mid 50's – midcentury) Alike – failing to meet needs of low social class, minority students

7. **Assume that you as an educational leader in Elmtown have an updated report from the mid-century researchers. Referring specifically to the earlier data set, when you read the new report, what changes or stability do you expect in the patterns or data? Why do you think this will be the case?**
Bottom-heavy as opposed to top-heavy (social class), White flight, demographic changes, and miles.

8. **Assume that you had ordered the new study of school data and had ordered the data analysis that you thought would be most helpful to educational leaders in the system. What changes and/or additional tables would you expect to see in this new report? How would your report differ from the original report in terms of its substance and the analysis it offered?**
Additional school performance topics, violence/discipline data, drop-out rate, graduation rate, peer rating, gender/ethnicity, disability/grades
Richer picture, more detailed picture of school performance.

9. **Assume you are currently an educational leader in Elmtown and that, although the table may be different, the patterns of student experiences have not significantly changed over the years. In your professional opinion what is the educational agenda of Elmtown at this point in the 21st Century? What are Elmtown's problems, its options, and its priorities? How will you go about exercising leadership regarding the educational agenda in Elmtown?**

10. **Given your understanding of how the Elmtown system of education functions and your sense of its current context, what do you think are the major problems now facing the system? List them as you would want them to appear in your memo to the Board of Education. Is there any school system model that you think the Board should study as a way of gaining a perspective on its agenda?**