

*Frank Smith ADC Model: Advocacy Design Center*

Everyone in the core group are carefully selected (who is on the bus) all are trained in understanding:

Instruction, Organization, Governance, Accountability

Everyone must be able to speak the same language.

Dr. Smith derived his theory from the works of Thomas Popkewitz (1989), Tabachnit and Wehlege: individually guided education program. Students learn the answers to the three Deweyan questions:

What does it mean to work?

What does it mean to know (What is knowledge)?

What is the nature of authority?

**Three cultures**

	<b>Technical Culture</b>	<b>Illusory –deficit</b>	<b>Constructivists</b>
<b>Work</b>	Dittos, seat work	Alternative Schools	Creating Meaning
<b>Knowledge</b>	Memory	Social Promotion	Active engagement
<b>Authority</b>	Top/Down	Top/Down	Collaborative

Wehlege at risk model

<b>Critical Incident</b>	<b>Significance</b>	<b>Culture</b>	<b>Criteria</b>
No doors on bathrooms	Eliminate drug sales or smoking	<ul style="list-style-type: none"> <li>• Not constructivist</li> <li>• All – technical/illusory</li> </ul>	<ul style="list-style-type: none"> <li>• Train students about drugs</li> <li>• Create a counsel of teachers/parent</li> <li>• Classroom instruction</li> </ul>

**Boleman and Deal – Images of leadership**

Structural – social architecture

Political - Advocacy

Human Resource - Empowerment

Symbolic – Inspiration

**How Managers Think:** often value certainty, rationality, and control while fearing ambiguity, paradox, and “going with the flow.”

**How Managers Might Think:** they need to develop creativity, risk taking, and playfulness in responses to life’s dilemmas and paradoxes, focusing as much on finding the right question as the right answer, on finding meaning and faith amid clutter and confusion.

### **Edgar Schien**

<b>Artifacts</b>	Trophies, Contracts, pictures, technology, student's work
<b>Basic Assumptions</b>	(How things are done) tradition/past practices
<b>Values/ Beliefs</b>	Community work, work ethics (Most difficult to change.)

Edgar Schien says, if you want to change you need to work on all three at once.

Michael Fullan says don't walk in and change... you need to work on all three at the same time.

### **Deborah Stones' Model Paradox – Steps for change**

Stone writes that policies include goals, problems and solutions. She creates a model of reasoning that shows how decisions should be made in a series of well-defined steps:

1. Identify objectives
2. Identify alternative courses of action for achieving objectives
3. Predict the possible consequences of each alternative
4. Evaluate the possible consequences of each alternative
5. Select the alternative that maximizes the attainment of objectives

Policies should be made to attain the goals in life of equity, efficiency, security, and liberty. "Policy is the rational attempt to attain objectives...(The goals) are often invoked as justifications for a policy, for a government action, or for the government's not taking action" (37).