

## 摘要

本研究旨在探討公立高中創校之經驗。主要研究目的如下：一、了解創校校長於學校建築之規劃設計及施工、發包與驗收等營繕工程之歷程；二、探討創校校長行政領導及形塑組織文化之經驗；三、分析創校校長與社區之互動之情形；四、了解創校校長學校行銷管理策略；五、提出結論與建議供未來學校創辦之參考。

本研究採質性研究方法，邀請三位資深且能夠提供豐富內涵的創校校長為本研究的受訪者，協助研究進行。希望透過訪談與資料分析，了解公立高中在創校過程中，創校校長所持之理念、可用之資源、遭遇之困境及因應策略之經驗。

本研究獲致的結論歸納如下：一、創校校長教育理念、專家學者智慧經驗與建築師設計專業，綜合體現在學校建築規劃設計上；二、創校校長在學校建築施工及驗收時，經常面臨專業與實務經驗欠缺及人力不足的困境；三、創校校長的行政團隊領導主要奠基於成員的慎選與人性化的管理；四、創校校長是新學校組織文化形塑的重要推手，教師對文化發展的影響則不容忽視；五、創校校長認知學校是社區活動場所的延伸，良好的互動策略有助於與社區建立夥伴關係；六、創校校長是主要的學校行銷管理者，策略上大多偏重於向下對國中的行銷。

最後，本研究根據研究結果及結論，分別提出對教育行政當局、創校校長和後續研究之建議。

**關鍵字：**創校校長、創校經驗、公立高中

## Abstract

The purpose of this research is to explore the experience of founding a public senior high school. The main goals are as follows: 1. to learn the components of the construction process including designing, contracting, implementation, and evaluation 2. to explore experiences of the formation of administrative leadership and culture 3. to analyze the interactions between the founding principal and the neighboring communities 4. to learn the principals' strategies for marketing 5. to propose conclusions and suggestions for founding a school in the future.

This research is conducted through a qualitative case-study approach by interviewing three senior high school principals who provide profound insights as the database.

Through the analysis of the data of the interviews, this research is to explore the beliefs the principals adhere to, the resources they have access to, the obstacles they confront, and the strategies they apply in the process of establishing a public high school.

The conclusions the research has reached are as follows:

First, the designing and planning of school buildings and facilities are a display of collective efforts, combined with the beliefs the principals firmly hold, the insights and experiences scholars and experts share, and the expertise architects possess.

Second, a founding principal is likely to face setbacks caused by lack of expertise and experience as well as understaffing problems.

Third, the successful leadership of the principal's administrative team is determined by the discreet selection of the members and the humane management.

Fourth, the founding principal is the foremost power engine of the formation of the organization culture, and yet the teachers play a significant part in the process of formation.

Fifth, the principal's realization that school campus is extensions for community activities, and well-functioning strategies of interaction do help build a partner-to-partner relationship between school and community.

Sixth, as the main marketer and manager for the promotion of their school, the principals tend to put more efforts in advertising to junior high schools rather than introducing their graduates to colleges.

Ultimately, this research, based on the findings and conclusions of the study, proposes suggestions for the administrative authorities, prospective founding principals and future researches in the field.

**Keywords: founding principal, experience of founding a public senior school, public senior high school**