CONTENTS

List of Figures, Tables, and Sidebars xvii

About the Editors xxi

Contributors xxv

Acknowledgments xxxiii

Introduction xxxv

PART I. LEADERSHIP AND MANAGEMENT

1. Unraveling the Leadership/Management Paradox 3
Ira Bogotch

Uncertainty and the Language of Scientific Management 3
A Century of Scientific Management 5
The Dimensions and Behaviors of School Managerial Control Explored 6
Standards Versus Developing Standards: Murphy's Two Laws Centered? 8
Improving Schools From Within 10
Managerial Virtues of Necessity: Little Things and Big Things 13
What Are the Odds That Little Comes Up Big? Big "L" Versus Little "l" 13
The Challenge of Reclaiming Our Voices and Our Ideals 15
Conclusion: Keeping Uncertainty and Risk in Our Sights 15
Key Chapter Terms 16
References 16
Further Readings 18

2. The Emerging Wisdom of Educational Leadership 21
Fenwick W. English and Rosemary Papa

Parsing Out the Leadership/Management Opposites 22
The Concept of *Accoutrements* as Artful Leadership and the Key for Imagination 25
Machine Metaphors and Unrealistic Expectations 28
The Lenses of Practice 29
How to Discern *Best Practice* From Ordinary Practice, Common Sense, and Kitsch Texts 30
Key Chapter Terms 33
References 34
Further Readings 35

3. Understanding How the Bureaucratic Maze Works **39**
Autumn Tooms Cyprès
Welcome to Wonderland: A Primer on Bureaucratic Networks 39
Back to the Beginning: How Networks Are Formed 40
What Does Fit Have to Do With Membership in Networks? 41
The Family Trees Where We Fit: A Look at n/networks and N/networks 42
Navigating Networks by Understanding the Panopticon and the Johari Window 42
Conclusion 47
Key Chapter Terms 48
References 49
Further Readings 50

PART II. TEACHING AND LEARNING

4. What Makes a Good Teacher? Models of Effective Teaching **55**
Jennifer Prior
Classroom Management 55
Teaching Strategies 58
Building Family Partnerships 61
Making a Plan for Family Involvement 63
Reflective Teaching 66
Conclusion 67
Key Chapter Terms 68
References 68
Further Readings 69

5. Overcoming Learning Barriers for All Students **71**
Jane Clark Lindle and Beth Parrott Reynolds
Learning Barriers and Their Sources 73
Resources for Overcoming Learning Barriers 81
Key Chapter Terms 82
References 85
Further Readings 85

6. Response to Intervention and Its Impact on Classroom Performance **87**
Alicia Valero-Kerrick
RTI and Systemic Reform 87
Components of Response to Intervention Programs 88
Expanded Roles in RTI 90
RTI and English Language Learners 92
RTI in Middle and High School 93
RTI Impact on Classroom Performance 94

The Future of RTI 94
Conclusion 97
Key Chapter Terms 98
References 99
Further Readings 100

PART III. CURRICULUM AND INSTRUCTION

7. Multiculturalism Versus the Common Core **103**
Fenwick W. English
An Earlier Conflict With a Common Curriculum 104
The Contemporary Common Core Movement Briefly Reviewed 105
Flash Points: Pushback, Problems, and Politics With the Common Core 109
Curriculum Alignment 114
Conclusion 115
Key Chapter Terms 116
References 116
Further Readings 117

8. The Growing Hispanic Population in U.S. Schools: Challenges and Solutions **119**
Claudia Sanchez
A Decade of Continued Growth 119
Latinos and Education 120
Solutions and Strategies for School Leaders 122
Conclusion 129
Key Chapter Terms 129
References 131
Further Readings 132

9. The Continuing Search for Best Practices in Classroom Instruction **135**
Kimberly Kappler Hewitt
"Best Practice" Defined 135
Looking Backward: From Where Does the Concept of Best Practice Come? 136
Best Practices: A Critique 136
Best Practices for the Use of Best Practices 142
Best Practices 144
Field-Specific Best Practices 146
Approach-Specific and Technique-Specific Best Practices 146
Conclusion 147
Key Chapter Terms 147
References 148
Further Readings 149

PART IV. TESTING AND ASSESSMENT

10. What Is This Test Really Testing? Validity, Reliability, and Test Ethics **153**
Launcelot I. Brown

Ethics and Testing 154
The Scientific Method 155
Conclusion 164
Key Chapter Terms 165
References 165
Further Readings 166

11. Achievement Gaps: Causes, False Promises, and Bogus Reforms **169**
Connie M. Moss

Achievement: Misunderstandings and Misconceptions 169
Fifty Years of Reforms Yield a Widening Achievement Gap 171
No Child Left Behind: 21st-Century, High-Stakes, Test-Driven Accountability 174
Race to the Top: Competitive Grants for Educational Innovation 177
Test or Invest? 178
Conclusion 180
Key Chapter Terms 182
References 182
Further Readings 183

12. Cheater, Cheater, I Declare: The Prevalence, Causes, and Effects of, and Solutions to, School Cheating Scandals **185**
Gail L. Thompson

Prevalence 185
The Worst Cheating Scandal in U.S. History 186
Causes 187
Effects 189
Solutions 191
Conclusion 192
Key Chapter Terms 192
References 193
Further Readings 194

PART V. TECHNOLOGY, THE INTERNET, AND ONLINE LEARNING

13. The Expanding Wireless World of Schooling **199**
James E. Berry

Disruptive Innovation: Decentralization of Learning 200
The Infrastructure of Global Learning 200
The Future School 202
Flattening Education Through Technology 202
The Locus of Learning: Individualized and Personalized Learning in a Digital School 203

Individualized and Personalized Learning: Opportunity and Access 205
Learning: A Global Commodity 205
Ubiquitous Learning 206
Conclusion 207
Key Chapter Terms 208
References 209
Further Readings 210

14. The Opportunities and Challenges of Online and Blended Learning **211**
Brad E. Bizzell
Background 211
Growth of Online and Blended Learning 212
Defining Online and Blended Learning 212
Online and Blended Learning: Benefits and Concerns 213
Productivity of Online and Blended Learning 217
Planning for Online and Blended Programs 218
Conclusion 221
Key Chapter Terms 221
References 222
Further Readings 223

15. Social Media and Texting: The Law and Considerations for School Policy **225**
Theodore B. Creighton and M. David Alexander
Students 226
Teachers 231
Conclusion 235
Key Chapter Terms 235
References 236
Further Readings 236

PART VI. BUDGETING, FINANCE, AND FUND-RAISING

16. Understanding School Finance Laws and Practices **239**
Eric A. Houck
The Context of School Funding 240
Trends in School Finance: Moving Toward Resource Allocation 240
Competing Values in School Finance 241
Understanding School Finance Laws 242
Using Educational Funds at the District and School Level 249
Does Money Matter? 250
Conclusion 252
Key Chapter Terms 252
References 254
Further Readings 255

17. Expectations Exceeding Revenues: Budgeting for Increased Productivity **257**
William K. Poston, Jr.
Some State Funding Structures Inhibit Equity and Disregard Inflation 257
Funding Trend, Expectations Progression, and New Assessments 258
The Nature of Budgeting 258
Functions of Budgeting in Improving Productivity 260
Expectations and Results of Performance-Based Budgeting 270
Conclusion 270
Key Chapter Terms 270
References 271
Further Readings 272

18. A Free Public Education for All: Rediscovering the Promise **273**
Fred C. Lunenburg
Misconceptions About U.S. Public Schools 273
Equal Educational Opportunity 274
The Achievement Gap 275
Privatizing Education: Can the Marketplace Deliver Choice, Efficiency, Equity, and Excellence? 280
Conclusion 282
Key Chapter Terms 282
References 283
Further Readings 285

PART VII. SCHOOL LAW, SAFETY, AND THE LIMITS OF REGULATION

19. Today's Compelling Issues in Public School Law **289**
M. David Alexander, Patricia F. First, and Jennifer A. Sughrue
Bullying/Cyberbullying and Student Free Speech Rights 290
Seeking Justice 292
Guidelines for Preventing and Responding to Harassment and Bullying 296
Search and Seizure and Student Privacy Rights 296
Conclusion 303
Key Chapter Terms 303
References 304
Further Readings 305

20. Transportation, School Safety, and Dealing With Bullies **307**
Jennifer A. Sughrue and M. David Alexander
School Transportation 308
Safety While Students Are at School 313
Bullying 321
School Safety Implications for School Administrators 324
Key Chapter Terms 325

References 326
Further Readings 327

21. Charter Schools and the Privatization of Public Education: A Critical Race Theory Analysis **329**
Abul Pitre and Tawannah G. Allen
Origin of Charter Schools 330
Evolution of Charter Schools 331
Arguments Advanced for Charter Schools 331
Using Critical Race Theory to Analyze the Intersection of Race and Education 334
Conclusion 337
Key Chapter Terms 338
References 338
Further Readings 340

PART VIII. STUDENTS, PARENTS, AND SPECIAL POPULATIONS

22. Student Conduct, Attendance, and Discipline: The Troika of School Safety and Stability **343**
Claire E. Schonaerts and Pamela Jane Powell
Transformational Leadership 343
Why Be Concerned With Conduct, Attendance, and Discipline? 346
Supporting Positive School Conduct, Discipline, and Attendance 350
The Final Charge 354
Key Chapter Terms 355
References 356
Further Readings 357

23. Homeschooling: Parents' Rights and the Public Good **359**
Jennifer A. Sughrue
The History of Homeschooling 361
The Look and Feel of Contemporary Homeschooling 362
Legal and Policy Issues Involved in Homeschooling 365
Conclusion 369
Key Chapter Terms 370
References 371
Further Readings 372

24. Emerging Trends in Student Services and Counseling **373**
Kimberly A. Gordon Biddle and Shannon Dickson
Trends in General Student Services 373
Emerging Trends in Counseling 377
The Emerging Trends in Action 381
Conclusion 382
Key Chapter Terms 382

References 383
Further Readings 385

PART IX. SCHOOL CLIMATE, CULTURE, AND HIGH PERFORMANCE

25. Establishing a Climate of Performance and Success **389**
Matthew T. Proto, Kathleen M. Brown, and Bradford J. Walston
Leadership in Turnaround Schools 389
Establishing a Climate of Performance and Success in North Carolina Turnaround Schools 390
Conclusion 398
Key Chapter Term 399
References 399
Further Readings 400

26. Secrets of Creating Positive Work Cultures: The Work Lives of Teachers **401**
Frank Davidson
What Is Culture? 402
The Current Context 403
The Interplay of Culture and Leadership 404
A Changing Workforce and Cultural Implications 406
Five Secrets of Creating Positive Work Cultures 407
Conclusion 410
Key Chapter Terms 411
References 412
Further Readings 413

27. New South Realities: Demographics, Cultural Capital, and Diversity **417**
Tawannah G. Allen and Dionne V. McLaughlin
North Carolina as a Microcosm of the Changing Complexion of the United States 419
African American and Latino Underachievement Through the Lenses of Cultural and Social Capital 419
Descriptions of African American and Latino Underachievement 421
Effectively Educating African American and Latino Students 423
Appendix A: Interview Questions for Assistant Superintendents 428
Appendix B: Interview Questions for Principals 429
Key Chapter Terms 430
References 430
Further Readings 431

PART X. POLITICS, ELECTIONS, AND ACCOUNTABILITY

28. School Leadership and Politics **435**
Catherine Marshall, Darlene C. Ryan, and Jeffrey E. Uhlenberg
Power, Conflict, and Leaders as Political Actors 435
Society's Wicked Problems Land on Principals' Shoulders 435

Power, Principals' Roles, and the Organizational Realities of Schools 436
The Actors in the Dramas of School Politics 441
Politics and the Career 445
Challenges for Women and Minorities in Administration 447
Exercising Power While Promoting Instruction, Democracy, and Community 447
Politically Astute Communications 448
Politics and Leadership for Social Justice 448
Wicked Problems Revisited 450
Key Chapter Terms 451
References 451
Further Readings 453

29. Producing "Evidence": Overcoming the Limitations of the Market, Competition, and Privatization **455**
Christopher Lubienski, Janelle Scott, and Elizabeth DeBray
Markets, Competition, and Privatization in Education 456
The Promise of Incentivism 457
Empirical Evidence on Incentivist Policies 458
A New Political Economy of Research Evidence? 459
Patterns of Strategic Efforts in Advocacy for Incentivist Policies 460
Toward a Theory of Advocacy Coalitions in Advancing Education Reforms 463
Conclusion: Caveat Emptor 465
Key Chapter Terms 466
References 466
Further Readings 470

30. The Changing Nature of Teachers' Unions and Collective Bargaining **471**
Todd A. DeMitchell
Beyond the Wisconsin Budget Repair Act: Money, Power, and Relevance 472
What Unions Do 472
The Role of Union Member and Professional Teacher 475
The Industrial Labor Model 477
Good Faith and Disputes 478
Enforcement of Rights and Responsibilities: Grievances and Unfair Labor Practices 479
The Future of Unions and Collective Bargaining 481
Key Chapter Terms 482
References 482
Further Readings 483

Appendix: Getting Started in Your Educational Leadership Career: Associations and Journals **487**

Index **491**