

# The Contemporary Superintendent

*(R)Evolutionary Leadership  
in an Era of Reform*



Meredith Mountford  
Leigh E. Wallace  
*editors*

# Contemporary Superintendent

**Elaine L. Wilmore**



## **Contemporary Superintendent:**

*The Contemporary Superintendent* Meredith Mountford, Leigh E. Wallace, 2019-06-01 What is R Evolutionary Leadership Why Does it Matter How can contemporary school district administrators specifically superintendents contend with so many difficult and almost impossible competing commitments Building on the definitions of revolution revolutionary evolution and evolutionary the notion of R Evolutionary Leadership emerged while discussing the need for school district leaders to push back against the status quo while improving teacher and leadership practices improving student learning outcomes engaging with the community and ensuring decision making processes that include check and balance systems that are just fair and equitable for all The chapters in this book introduce superintendents or research on superintendents in which these tenants were practiced both in their ability to enact radical change by overthrowing the status quo as well as evolutionary in their deliberate approach to viewing change as a process they can control over time These leaders were willing to confront and defy practices and policies that were counter to student well being and achievement while concurrently knowing how to reach their desired results The chapters chosen for inclusion in this volume are those that offered a glimpse of these revolutionary tenants in practice We ask that you consider this emerging concept as you explore the chapters of our book You will find the R evolutionary Leaders you meet in the chapters know how to evolve not just to stay alive but to ensure the organization school remains relevant and vital to society These leaders use their positional power social capital and expertise to advocate for policies and practices that are in the best interest of the school community and they innovate in ways that challenge the status quo You will also find practices that are R Evolutionary and provide ways for leaders to innovate collaborate and simply take care of themselves and those around them Our description does not seek to support or define or delineate the characteristics of a R Evolutionary Leader or how one might enact R Evolutionary Leadership but serves as a way to re think the way we view the vastly complex work of school district administrators specifically the superintendent R Evolutionary leadership may change our ways of thinking about the significant advocacy role a superintendent can play in influencing both practice and policy to enact the change necessary to move forward issues of justice equity and quality in PK 12 schools and further to improve educational and social outcomes for those served **The Contemporary**

**Superintendent** Lars G. Bjork, Theodore J. Kowalski, 2005-06-28 A strong superintendent is critical to the success of an entire school district and this exciting new resource details the issues surrounding the state policies that appoint superintendents **The Contemporary Superintendent** Lars G. Bjork, Theodore J. Kowalski, 2005-06-28 The role practice and preparation of today and tomorrow s superintendent A strong superintendent is critical to the success of an entire school district So why is it one of the most deregulated positions Over the past several decades many states have either rescinded licensing requirements for school district superintendents or abandoned regulations altogether The Contemporary Superintendent offers a scholarly and objective analysis of the issues surrounding the state policies that appoint

superintendents Lars G Björk and Theodore Kowalski have developed a coherent guide to critical professional aspects such as superintendent licensure, professional preparation and staff development. Featuring the research of educational leadership specialists, this resource is not to be missed. *The Contemporary Superintendent* includes quality strategies by the field's top scholars to implement decisive practices for superintendents. Detailed analysis of the concerns over superintendent qualifications and preparations. An examination of past, present and future practices of superintendents. A distinct look at the evolution of the role of the superintendent. Developed over a three-year period, the authors have compiled a collection of useful, hands-on strategies for aspiring and existing superintendents as well as ideas for adoption in the educational administration, leadership, professional development and educational policy areas. *The School Superintendent* Theodore J. Kowalski, 2006. *The School Superintendent: Theory, Practice and Cases* is both a textbook and reference for practitioners.

**Superintendent Performance Evaluation: Current Practice and Directions for Improvement** I. Carl Candoli, Karen Cullen, D.L. Stufflebeam, 2012-12-06. Every school district needs a system of sound superintendent performance evaluation. School district superintendents are and must be accountable to their school boards, communities, faculties and students for delivering effective educational leadership. To assure that they are evaluated fairly, competently and functionally, superintendents need to help their school boards plan and implement evaluation systems that adhere to the evaluation standards. *Superintendent Performance Evaluation* outlines some of the problems and deficiencies in current evaluation practice and offers professionally based leads for strengthening or replacing superintendent performance evaluation systems. This book focuses on the on-the-job performance of school district superintendents as they implement school board policy. The decision to focus on performance evaluation reflects the importance of this kind of evaluation in the move to raise educational standards and improve educational accountability. Boards and superintendents are advised to make superintendent performance evaluation an integral part of the district's larger system for evaluating district needs, plans, processes and accomplishments. 21st Century Education: A Reference Handbook Thomas L. Good, 2008-10-02. Via 100 entries or mini-chapters, the SAGE 21st Century Reference Series volumes on Education will highlight the most important topics, issues, questions and debates any student obtaining a degree in the field of education ought to have mastered for effectiveness in the 21st Century. Contemporary American Biography, 1895. Superintendent Leadership Elaine L. Wilmore, 2008-02-13. Written by leadership expert Elaine L. Wilmore, this ideal resource helps aspiring and practicing superintendents attain proficiency in the Educational Leadership Constituent Council (ELCC) standards. The SAGE Handbook of African American Education Linda C. Tillman, 2008-07-17. This Handbook received an honorable mention at the 2009 PROSE Awards. The PROSE Awards annually recognize the very best in professional and scholarly publishing by bringing attention to distinguished books, journals and electronic content in over 40 categories. This volume fills the tremendous void that currently exists in providing a much-needed lens for cultural leadership and proficiency. The approach

provides a wide divergence of perspectives on African American forms of leadership in a variety of diverse leadership settings Len Foster Washington State University

The SAGE Handbook of African American Education is a unique comprehensive collection of theoretical and empirical scholarship in six important areas historical perspectives teaching and learning PK 12 school leadership higher education current issues and education policy The purpose of the Handbook is to articulate perspectives on issues affecting the participation and leadership of African Americans in PK 12 and postsecondary education This volume also addresses historical and current issues affecting the education of African Americans and discusses current and future school reform efforts that directly affect this group Key Features Promotes inquiry and development of questions ideas and dialogue about critical practice theory and research on African Americans in the United States educational system Makes significant contributions to the scholarship on African Americans in the broad context of U S education and society Addresses the central question in what ways do African Americans in corporate private and public positions influence and shape educational policy that affects African Americans

The SAGE Handbook of African American Education is a unique comprehensive collection of theoretical and empirical scholarship in six important areas historical perspectives teaching and learning Pre K 12 school leadership higher education current issues and education policy

TEACHERS OF COLOR A wise scientist once argued that to doubt everything or to believe everything often results in the same solution set both eliminate the need for reflection This handbook provides an intellectual space for those interested in true reflection on the human ecology of the African American experience in schools communities and society The Handbook of African American Education is a repository of information developed to advance the human service professional William F Tate IV Washington University in St Louis This handbook represents the most comprehensive collection of research on African Americans in education to date Its breadth spans the historical the political institutional and community forces that have shaped educational opportunities and attainment among African Americans The review of extant research on a range of topics from the role of culture and identity in learning teacher preparation educational leadership to higher education and educational policy is far reaching and cutting edge This volume has historic significance and will become a classic collection on African American education for scholars and practitioners alike Carol D Lee Professor Northwestern University Vice President Division G American Educational Research Association This handbook is needed as a basic reference for professors and graduate students conducting research on the education of Blacks in America Frank Brown University of North Carolina at Chapel Hill

Passing the Principal TExES Exam Elaine L. Wilmore, 2013-04-12 Your guide to acing the TExEs exam This best selling handbook is the definitive resource for prospective principals who want to boost student performance and demonstrate outstanding school leadership Thoroughly updated to address the completely revamped TExES exam this new edition details The domains and competencies of successful school leadership The leadership philosophy on which TExES is constructed A sample test and important areas to focus on What to do in the weeks days and even the night before the test

An extensive list of additional resources to supplement each domain      The School Principal Theodore J. Kowalski, 2010-08-14 Over the past two decades efforts to improve schools have significantly modified role expectations for principals Today school level administrators are expected to be both visionary leaders and competent managers Based on the conviction that administration is an amalgam of leadership and management The School Principal emphasizes the need for practitioners to apply conceptual skills to make what to do decisions to apply technical skills to make how to do decisions and to apply relational skills to engage in democratic decision making Kowalski frames the book with a discussion of the nature of schools the roles of principals and their need to improve schools The book then provides a balanced treatment of leadership and management covering issues of personal behavior instructional leadership relationship building issues finances facilities personnel management pupil services and maintaining safe schools The text closes with discussion of the vital aspects of practice for contemporary principals addressing problem solving collaborative change strategies and personal commitment to being a principal Special Features Vignettes introduce the subject matter in the context of common challenges faced by practitioners Knowledge Based Questions and Skill Based Activities prompt readers to engage with and reflect on the chapter content The School Principal aligns with the Educational Leadership Consortium Council ELCC Standards Treating principals as concurrently visionary leaders and competent managers this excellent text addresses the needs of aspiring and practicing principals providing the tools to build effective and efficient schools      Reclaiming Local Control through Superintendents, School Boards, and Community Activism Meredith Mountford, Leigh Ellen Wallace, 2022-09-01 In 1987 Jacqueline Danzberger described school boards as the forgotten players However things have changed drastically for school boards over the past few years No longer are school boards the forgotten players in school governance Instead school boards often find themselves in the center of controversies stemming from the intrusion of political partisanship into local governance structures which historically and for the purposes of sustained democratic educational governance were intentionally intended to be non partisan elected boards However this is where many school boards find themselves today The chapters in this volume address several key questions school board members are currently facing as they struggle to protect some of our country's earliest guardrails of democracy local control of schools To be sure school boards are no longer the forgotten players Implications of this may be wide reaching and therefore deserve room in the current literature on educational governance Volume II of the Research on the Superintendency series highlights recent research on school boards local control governance and the superintendency Each chapter is briefly described and the chapters are in a particular order that readers may wish to pay attention to as they enjoy the book The first three chapters deal with local control in both rural and urban settings The next two chapters are studies focused mainly on school boards and how their roles have shifted over the years followed by a chapter on the relationship between school boards and their superintendents within a regulatory environment and the level of stress it can bring to board members and superintendents The final five chapters describe

recent superintendent research that is closely linked to school governance or school board policies We ask readers to juxtapose lessons learned in those five chapters to the role of school boards within the context of those chapters

*The American School Superintendent* Theodore J. Kowalski, 2011-01-16 This must have study offers a definitive look at the state of school leadership in the United States It provides a detailed picture of the men and women leading the nation's schools based on a representative sample of school leaders nationwide The American Association of School Administrators has conducted an authoritative State of the Superintendency report every decade since 1923 This report provides research on American school superintendents in 2010 Data were collected via an electronic survey from just under 1 900 superintendents across the United States This report is a valuable resource for school leaders aspiring school leaders and those charged with preparing and supporting school leaders It is essential reading for a range of audiences including superintendents aspiring superintendents school board members professors of education administration superintendent search consultants education researchers and others looking for up to the minute data on education leadership Reported findings in the 2010 study include Personal characteristics Career development Professional education School board relationships Opinions on a broad range of professional educational political and social issues

*Voices of Women Aspiring to the Superintendency* Margaret Grogan, 1996-04-04 The superintendency offers the most powerful and prestigious positions in K 12 public school systems Few superintendents of these systems in the United States are women although the majority of teachers are women and many women have leadership positions in schools There are also increasing numbers of women in administrative preparation programs at institutions of higher education This study of 27 highly qualified women in top level administrative positions in public education was designed to find out what it is like to be a woman aspiring to the executive leadership position Research questions included Why are there so few women superintendents when so many are qualified What are the routes to the superintendency What is the context of educational administration in the public school What kinds of leaders are women who aspire to the superintendency The research was also informed by a feminist advocacy of social change to discover how and under what conditions a more equitable distribution of superintendencies is likely to occur A feminist poststructural framework provided the theoretical basis for the analysis of the data

*The SAGE Handbook of Educational Leadership* Fenwick W. English, 2011-01-11 This fully updated Second Edition offers an unflinching and comprehensive overview of the full range of both practical and theoretical issues facing educational leadership today Editor Fenwick W English and 30 renowned authors boldly address the most fundamental and contested issues in the field including culturally relevant and distributed leadership critical policy and practice issues predicting the new century's conflict the paradox of changes and the promises paradoxes and pitfalls of standards for educational leaders

**The Politics of Leadership** George J. Petersen, Lance Fusarelli, 2006-07-01 The primary contribution of this book is not its advocacy of a specific position but rather its objective analysis of cogent topics The content prompts us to consider governance in relation to quality education and to

ponder alternative policy strategies that have yet to be fully evaluated As a young doctoral student more than a few years ago William Van Til an eminent scholar and a mentor reminded me almost daily that members of the education profession had a moral responsibility to address the most difficult questions about education and democracy These enduring queries he argued extended to determining how this critical social service should be organized and controlled and to determining the appropriate roles for administrators and teachers Those in our profession who fail to heed his advice by remaining indifferent to these philosophical dilemmas should consider Plato s long standing warning One of the penalties for refusing to participate in politics is that you end up being governed by your inferiors

### **Encyclopedia of Educational Reform and Dissent**

Thomas C. Hunt,2010-01-20 The history of American education is replete with educational reform and to a lesser extent educational dissent Consider the present you have various forms of privatization school choice the No Child Left Behind act home schooling value added accountability alternative teacher preparation programs on line instruction etc This range of activity is not exceptional For instance consider the past progressive education open education the junior high school the middle school Life Adjustment education career education vocational education the comprehensive high school school to work year round schooling behavioral objectives proficiency exams high stakes testing whole language learning packages and self paced instruction modular scheduling site based management all presented as the way to reform American schools at least in part Then you have the reformers themselves such as John Dewey George Counts Herbert Kohl John Holt Charles Silberman Admiral Hyman Rickover James Bryant Conant all the way back to Horace Mann himself Dissenters and dissenting movements while not as numerous and certainly not as well known in educational circles count the various faith based schools and individuals such as Archbishop Hughes of New York Clearly this is an area rich in ideas rife with controversy and vital in its outcome for individuals and the nation as a whole And yet strangely enough there exists no major encyclopedia bringing the varied strands together in one place as a ready reference for scholars teachers school administrators and students studying to enter the educational profession This two volume work is intended to be that authoritative resource Key themes and topics include biographies of reformers and dissenters theoretical and ideological perspectives key programs and legislation judicial verdicts impacting educational change in America the politics and processes of educational reform and policy making dissent and resistance to reform technology s impact on educational reform A Reader s Guide in the front matter groups entries around such themes to help readers find related entries more easily

### **Latino Educational**

**Leadership** Cristóbal Rodríguez,Melissa A Martinez,Fernando Valle,2018-09-01 Latino Educational Leadership acknowledges the unique preparation and support for both Latinx educational leaders and Latino communities needed throughout the education and policy pipeline While leadership in communities exists for educational purposes this effort focuses on the institutional aspect of Latino Educational Leadership across K 12 schools and university settings The purpose of this book is to create a greater collaborative focus on Latino Educational Leadership by inviting scholarly contributions



and insights from both established and up and coming scholars Latino Educational Leadership also advocates for the preparation of all leaders as well as the preparation of Latinx educational leaders to serve Latino communities Our impetus on Latino Educational Leadership primarily stems from the changing demographics of our country As of Fall 2017 Latinx student enrollment in K 12 schools reached an all time high with Latinxs comprising 26 8% of the nation s public school enrollment Postsecondary level Latinx student enrollment has also improved rising from 25% in 2005 to 37% in 2015 Given this growth particularly at the K 12 level there has been an increasing urgency to prepare and support more Latinx educational leaders Their rich cultural and linguistic connections to communities help them more readily understand and meet the needs of Latino students and families Aside from enrollment growth Latinxs have made record strides in postsecondary attainment between 2003 04 and 2013 14 bachelor s degrees more than doubled from 94 644 to 202 412 master s degrees conferred rose from 29 806 to 55 965 and doctoral degrees rose from 5 795 to 10 665 Despite such promising gains concern has not waned over how to best address the challenges this diverse student population continues to face in accessing persisting and matriculating across the P 20 Pipeline There is still work to be done as only 11% of all bachelor s degrees 9% of all master s degrees and 7% of all doctoral degrees were awarded to Latinxs in 2013 14 In particular there is increasing urgency to address how higher education institutions can better prepare develop and retain Latinx leaders and scholars who will serve and meet the needs of Latinx college students to ensure their academic success Thus the purpose of this book is to advance the knowledge related to serving Latino communities and preparing Latinx leaders

**International Handbook of Leadership for Learning** Tony Townsend, John MacBeath, 2011-07-10 The International Handbook of Leadership for Learning brings together chapters by distinguished authors from thirty one countries in nine different regions of the world The handbook contains nine sections that provide regional overviews a consideration of theoretical and contextual aspects system and policy approaches that promote leadership for learning with a focus on educating school leaders for learning and the role of the leader in supporting learning It also considers the challenge of educating current leaders for this new perspective and how leaders themselves can develop leadership for learning in others and in their organisations especially in diverse contexts and situations The final chapter considers what we now know about leadership for learning and looks at ways this might be further improved in the future The book provides the reader with an understanding of the rich contextual nature of learning in schools and the role of school leaders and leadership development in promoting this It concludes that the preposition for between the two readily known and understood terms of leadership and learning changes everything as it foregrounds learning and complexifies rather than simplifies what that word may mean Whereas common terms such as instructional leadership reduce learning to outcomes leadership for learning embraces a much wider developmental view of learning

Political Contexts of Educational Leadership Jane Lindle, 2014-02-24 Co published with UCEA this exciting new textbook is the first to tackle the ISLLC

Standard 6 the political context of education This unique volume helps aspiring school leaders understand the dynamics of educational policy in multiple arenas at the local state and federal levels Leaders are responsible for promoting the success of every student by understanding responding to and influencing the political social economic legal and cultural contexts in which education and learning reside Featuring Case studies and Suggested activities this book provides an authentic illustration of the political dynamics that emanate from individual social economic and cultural issues surrounding all schools and further aspiring school leaders understanding of political issues through experiences By presenting problem posing cases theoretical grounding relevant research and implications for practice this book provides aspiring leaders with the background learning experiences and analytical tools to successfully promote student success in their contexts Companion website includes shared resources relevant to all ISLLC standards along with particular activities for ISLLC Standard 6

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genre drama storyline a view from the bridge 1962 eddie carbone a brooklyn longshoreman is unhappily married to beatrice and unconsciously in love with catherine the niece that they have raised from childhood into his house come two brothers illegal immigrants marco and rodolpho catherine falls in love with rudolpho and eddie

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what s up with the title imagine you re standing on the brooklyn bridge a strong breeze rushes up from the east river down below the wind slams into your face bringing the smell of the river the ocean beyond it and probably a big whiff of car exhaust you look to one side and see the giant gleaming buildings of manhattan

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a view from the bridge summary the play begins with alfieri who serves as the play s narrator alfieri is a lawyer who was born in italy and has great sympathy for his working class clients he tells of how certain cases make him think of italy even of ancient rome he introduces eddie and walks off the stage

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in brooklyn eddie carbone welcomes his sicilian cousins to the land of freedom but when one of them falls for his beautiful niece they discover that freedom comes at a price eddie s jealous mistrust exposes a deep unspeakable secret one that drives him to commit the ultimate betrayal ivo van hove directs mark strong and nicola

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unlock explanation on the evening that rodolpho and marco arrive soon after rodolpho has sung paper doll eddie has just watched catherine and rodolpho flirt and mr alfieri is addressing the audience directly he emphasizes that eddie is an ordinary man whose life had been on an ordinary track until this point

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