



Behind the Curtain: Tackling the Myths and Mistakes of School Management

Anthony P. Barber, James P. Capolupo

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Superintendents hold a significant position in school systems. In serving the school board, community, staff and students simultaneously, a superintendent's role is dynamic and multifaceted. In realizing that the stability of a school system is set by the guidance of the superintendent, the need to attract quality personnel is apparent. However, did you know that the average tenure of a superintendent is less than five years (AASA)? With such fluctuation, school districts are consistently facing change. And although change can be righteous in some instances, variations in leadership can cause distress and anxiety for those who look to deliver upon a stable mission and vision.

Behind the Curtain: Tackling the Myths and Mistakes of School Management is a down-to-earth, practical guide for educators to assist them with the pitfalls that can be associated with upper management. The Hidden Superintendent explores complex issues of power, control and motivation to expose their direct and indirect influence upon us. The hope is superintendents and central office will be able to utilize this text as a learning experience when facing both the common and complex issues. Some additional key features of this book include:

- **Discover Thinking Patterns.** This text looks to discover thinking patterns that underlay the work and then provide a clear, practical approach for not only the issue at hand, but the great thinker behind the issue. In addition, the text also lends itself to college classrooms, as it has the case studies and situations to spark critical conversation.
- **Practical.** Behind is a practical approach to leadership theory. Each chapter has a "Practical Advice" section which provides solid guidance for future use.
- **Research-Based.** The roots of the text are cemented in the works of Fienberg and Soltis (Schools and Society), Edward Hall's Levels of Culture, Clabaugh and Rozycki's educational foundations, Hertzberg's motivation theory and Maslow's hierarchy of needs.
- **Interactive.** Behind has case studies for each chapter, which are meant to kindle conversation surrounding the topic. Furthermore, the sections "Try It" and "Don't Try It" give further testimony to the practical application of the information
- **Can be utilized for college classes.** The text also lends itself to college classrooms, as it has the case studies and situations to spark critical conversation

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