

Educational Research Service

Concerns in Education

ERS

---

# Answering the Critics of School Administration: *What Are the Facts?* *Second Edition*

---

Nancy Protheroe

# Table of Contents

<b>Introduction .....</b>	<b>1</b>
<b>Perception 1</b>	
<i>Administration is an unnecessary burden on schools and should be curtailed .....</i>	<b>3</b>
Learning-Focused School Leaders .....	13
Successful Leadership.....	14
Central-Office Staff Leadership.....	15
Knowledge Categories of Effective Leaders .....	16
<b>Perception 2</b>	
<i>There are too many administrators.....</i>	<b>17</b>
Personnel Employed in Public School Districts, School Year 2005-06 .....	19
Number of Persons Employed per Executive, Administrator, and/or Manager in Selected Industries, 2003 .....	20
<b>Perception 3</b>	
<i>The number of school administrators is growing rapidly and at the expense of instruction....</i>	<b>21</b>
Percentage of Staff Employed by Public School Districts, by Category .....	25
<b>Perception 4</b>	
<i>School administrators are paid too much.....</i>	<b>26</b>
Comparing Annual Salaries and Daily Pay Rates, 2007-08 .....	28
Comparing 2007 Annual Median Salaries for Various Occupations .....	29
<b>Perception 5</b>	
<i>Increasing amounts of school budgets are going to administration .....</i>	<b>30</b>
Average Percentage of Operating Expenditures Allocated to Various Functional Categories ...	31
<b>Perception 6</b>	
<i>A lot of money is going to administration that could be better spent for other purposes.....</i>	<b>32</b>
School District Operating Expenditures, 2005-06 .....	35
65 Percent Solution .....	36
<b>Conclusion .....</b>	<b>37</b>
<b>References .....</b>	<b>38</b>