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| | | Defining School Culture in a Context of School ImprovementCultures are Built on Values, Assumptions, and Norms; Framing Assumptions, Values, and Norms in the Context of School Improvement; Putting Culture into Context-Using Metaphor to Express Culture; Formal and Informal Cultures and Subcultures; Markers of School Culture; Mission Statement and Other Documents; Policy Statements; Programs for Students; Programs for Teachers; The Learning Environment; The Health of the School Culture; School Climate; Two Dimensions of |

Climate-Academic and Social Climate

Leadership-Building Culture and ClimateKey Norms: Collaboration and Trust; Characteristics of Collaborative Cultures; Building Collaborative School Cultures; Norms; Collegiality and Collaboration; Trust; Caring Builds Trust; Suggested Readings; 3 Principals Support Teacher Leadership; Introducing Teacher Leadership; The Need for Teacher Leadership; Teachers as Leaders Develop the Instructional Program; Teachers as Leaders Make Positive Changes in the School; Teachers as Leaders Share Their Expertise with Others; Teachers as Leaders Shape the Culture of the School

A Starting Point for Teacher Leadership-Scanning the EnvironmentKnowledge and Skills for Teacher Leaders; Motivation for Teacher Leaders; Organizational Barriers to the Emergence of Teacher Leadership; Cultivating Teacher Leadership; Provide Professional Development and Mentoring for Teacher Leaders; Assuming Leadership Can Be Risky Business for the Newcomer to Leadership; Suggested Readings; 4 Principals Build Strong Teams to Sustain School Improvement; Introducing School Improvement Teams; The Work of Creating School Improvement Teams; Characteristics of Effective Teams; What's Next?

Up-Front Work Needed to Develop TeamsEstablishing Purposes and a Vision for the End Results; Setting Goals; Selection of Team Members; Ongoing Work Needed to Maintain the Work of Teams; Leading Teams Through Group Development Stages; Providing Support Structures for Teamwork; Assessing Teams and Their Work; Suggested Readings; 5 The Work of the Principal in Planning for School Improvement; Introducing Planning for School Improvement; The Broad Base of Involvement Needed for Planning for School Improvement; Communication and School Improvement; Communication that Informs Communication that Helps Plan

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