

“What are the implications of what we have learned about culture for ‘21st century’ school leadership?”

- Principals should recognize evidence indicating the school’s culture is collaborative, collegial, toxic, etc. and design appropriate response strategies.
- Principals should engage faculty members in an analysis of school culture and related discussions to improve culture.
- Principals and teachers should analyze school schedules and redesign them to optimize teacher-student relationships.
- Principals should engage teachers and parents in the development or refinement of a school vision that supports student-centered learning.
- Principals should develop an understanding of transformational and distributed leadership and consciously apply those forms of leadership.
- Principals should realize that a collegial culture is a requirement for a school to be able to implement the rigor of 21 century learning strategies.
- Principals should build, model, and manage relationships within the learning community.
- Principals should realize that mutual respect and trust are a must for success.
- Principals should model the culture they wish to have in their school.
- Principals should engage faculty members in an analysis of school culture and constantly re-assess.
- Principals should reorganize the importance of communication and interpersonal relationships and foster effective channels of communications.
- Principals should study the latest research on school culture with faculty and staff.
- Principals should model what they expect.
- Principals should work with staff to identify the characteristics of a great and productive culture.
- Principals should build a ground-support system with key players.
- Principals should work with teachers and staff to develop a shared commitment to community, character, and communication.
- Principals should model the most effective cultural behaviors.
- Principals should reinforce the positives of the existing culture.
- Principals should develop “ownership” for the culture with all stakeholders.
- Principals should connect the school’s vision, mission and goals so they become embedded in the culture.
- Principals should model positive behaviors that they want to see within their schools.
- Principals should communicate a clear, focused vision/mission.
- Principals should delegate/share authority.
- Principals should mean what they say and say what they mean, but not say it mean!
- Principals should reinforce the positives of the existing culture.
- Principals should solicit input to analyze/interpret and invoke change.
- Principals should clearly state their expectations and involve all in the change process.
- Principals should remember that quality leaders make the difference.
- Principals should model the passion and belief to attain a positive, healthy school culture.
- Principals should continuously foster an atmosphere of collaboration and communication with staff, students, parents and community.

- Principals should recognize that culture influences all aspects of the school.
- Principals should realize that they have a significant impact on sustaining or changing a school's culture.
- Principals should be committed to the belief that "students are the first priority."
- Principals should understand the impact of their leadership on defining and refining the school's culture.
- Principal should develop the process of identify, evaluate, and repair.
- Principals should work with teachers to define each component of the school improvement plan.
- Principals should continually kindle the culture for leadership, with new knowledge or practice of knowledge-learning by principals with principles.
- Principals should model collegial behavior in other schools by visiting other schools.
- Principals should engage in open communication through out the community at large.
- Principals should promote a shared sense of responsibility and accountability.
- Principals should model collegiality.
- Principals should build positive relationships, deliberate, and plan.
- Principals should understand the importance of exemplifying a central focus, vision and mission.
- Principals should understand that culture definitely influences student and teacher success.