

<u>FACTOR/ CONCEPT</u>		<u>CRITICAL PRINCIPAL BEHAVIORS</u>
Impacting School Culture	1	Facilitate the creation of a school mission that is in line with faculty values and that is understood, supported, and will serve as a guide for teaching and learning.
	2	Communicate openly with teachers about current issues being addressed in the school.
	3	Create school structures and opportunities for dialogue that will allow teachers to share ideas for improving teaching and learning and be involved in the decision making process.
	4	Facilitate an environment in which teachers trust each other, value each other's ideas, work cooperatively, and are willing to lend a hand when a teacher is having a problem.
	5	Protect instructional and planning time.
	6	Create time for teachers to professionally dialogue, plan together, observe each other, and analyze effectiveness of practices in order to facilitate teachers working together.
	7	Support, reward, and praise significant risk-taking teacher behavior.
	8	Encourage teachers to attend professional learning opportunities at the school, district, state, or national level to keep up their knowledge of best practice.
	9	Place a high value on professional development by personally participating and encouraging the faculty to take part in the professional development opportunities.
	10	Provide structures and opportunities for the knowledge gained through professional development to be shared and used for school improvement.
	11	Communicate frequently with parents about student performance and school programs so trust is built between the school and parents.
	12	Create opportunities for parents and teachers to discuss student expectations.

“The Principal’s Impact on Middle School Success.” Jerry Valentine, Middle Level Leadership Center, University of Missouri; Matthew Goodman, Springfield Public Schools, Springfield, Missouri; Kristin Matthews, Gentry Middle School, Columbia, Missouri; Nyle Klingensmith, Jefferson Junior High School, Columbia, Missouri; Gregory Mees, Middle Level Leadership Center, University of Missouri. NASSP San Antonio February, 2008.