

INSTRUCTIONAL LEADERSHIP AND STUDENT ACHIEVEMENT

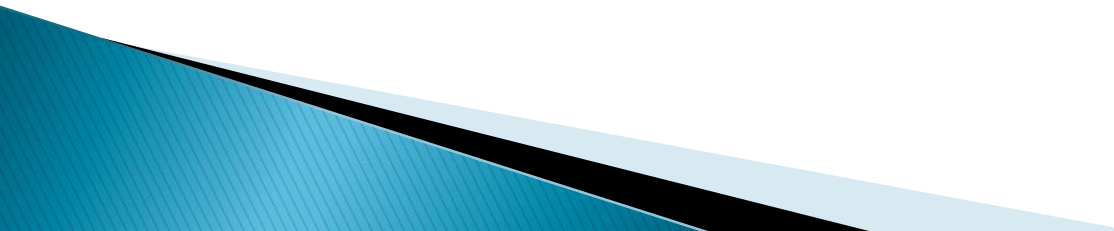
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THE STUDY

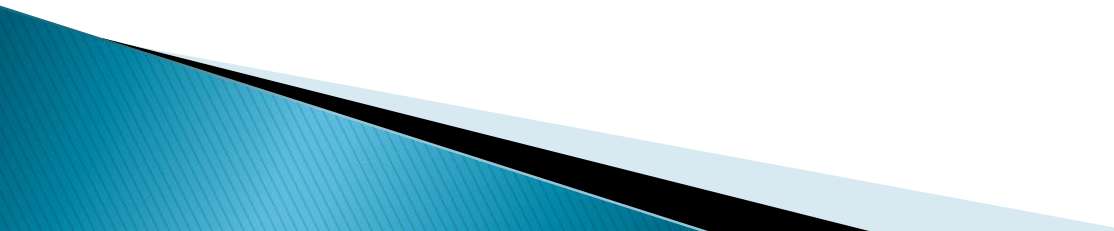
- ▶ Significance of the principal as instructional leader
 - ▶ Five dimensions of instructional leadership, Krug (1992)
 - ▶ How principals manage the dimensions of instructional leadership and the relationship of their behaviors to student learning
 - ▶ How teachers perceived the behaviors that principals thought constituted instructional leadership
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CONTEXT

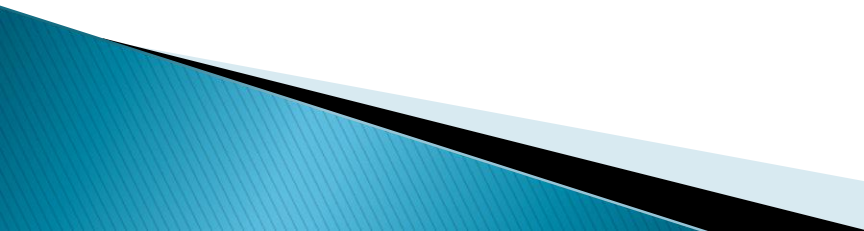
- ▶ Increase in accountability
 - Alberta Government Accountability Act, 1995
 - Alberta Initiative for School Improvement, 2000
 - Alberta Commission on Learning, 2003
 - Alberta Education Renewed Funding Framework, 2004

- ▶ Instructional Leadership
 - Narrow view, Leithwood (1999)
 - Broad definition, Sheppard (1996)

RESEARCH METHODOLOGY

- ▶ Qualitative research
 - ▶ June, September, October and November 2008
 - ▶ Exploratory multicase study
 - 40 semi-structured interviews
 - 10 principals
 - 30 teachers
 - Document analysis
 - PAT results
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CONCLUSIONS

- ▶ Consistency among the principals in demonstrating behaviors reflective of instructional leadership described by Krug's (1992) model
 - ▶ Consistency among the principals towards carrying out their duties that deal directly with teaching and learning
 - ▶ Teachers supported the principals' view of their instructional leadership behaviors
 - ▶ All principals believed teachers were more effective when they collaborated with their colleagues and their role as principal was more of a facilitator through leading and learning rather than commanding and controlling
 - ▶ Time was a limiting factor for principals when carrying out their duties that were directly related to teaching and learning and providing opportunities for collaboration
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RECOMMENDATIONS

- ▶ Instructional leadership must be clearly defined.
 - ▶ Training programs for principals and leadership development programs can be developed using the dimensions of leadership that focus directly on teaching and learning.
 - ▶ Address the concept of time
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