

TITLE: The Leadership Characteristics of Elementary Principals in Recognized and Exemplary Schools in a Large Suburban School District in North Central Texas: Six Case Studies

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OBJECTIVE: The purpose of this study was to examine the leadership characteristics of elementary school principals in exemplary schools.

METHODOLOGY: The study consisted of six case studies describing the leadership characteristics of Texas elementary school principals. The schools had received recognition as exemplary bases upon the 1996 Texas Assessment of Academic Skills (TAAS). Visits were made to each school with both the principal and teachers. Both the Leadership Practices Inventory Self and Observer forms were completed, as well as an open ended school observation questionnaire

KEY FINDINGS: The data suggest support for a relationship between positive school climate and increased student achievement. Leadership dimensions of challenging, inspiring, enabling, modeling and encouraging were associated with an increase in student achievement.