

Contents

About the Companion Website	xiii
Why This Book?	xvii
This Book's Features	xxi
Publisher's Acknowledgments	xxiii
About the Author	xxv
Introduction	1
Tap Into Your True Inner Instructional Leader	4
HELP! MY PRINCIPAL SAYS HE'S AN INSTRUCTIONAL LEADER!	4
1. Instructional Leadership: A Holistic Approach	9
What the Research Says About Instructional Leadership	15
In the End	19
Study Guide Questions	19
2. The Logic Behind Implementation	20
What Is Program Logic?	24
From Program Logic to Implementation Cycle	30
Implementation Multi-Stage Model	31
In the End	34
Study Guide Questions	34
3. A Focus on Learning: Deepening Our Impact as Instructional Leaders	36
Types of Learning: Knowledge vs. Skills	38
Levels of Learning: Surface, Deep, and Transfer	39
Knowledge Dimensions	43
In the End	48
Study Guide Questions	49
4. Student Engagement: From Alienation to Social-Emotional Learning	50
Alienation	53
Social-Emotional Learning	55

Five Easy Steps to Social-Emotional Learning	58
Enabling Conditions	60
EDUCATORS NEED MINDFULNESS. THEIR MENTAL HEALTH MAY DEPEND ON IT.	62
In the End	67
Study Guide Questions	69
5. Instructional Strategies: Exploring Surface, Deep, and Transfer Learning	70
Academic Engagement	72
THE MYTH OF WALKTHROUGHS: EIGHT UNOBSERVED PRACTICES IN CLASSROOMS	74
Teacher Clarity	77
Classroom Discussion	79
Metacognition	82
In the End	84
Study Guide Questions	86
6. Collective Efficacy: Easy to Define, Hard to Build?	87
Collective Teacher Efficacy: A Definition	89
Why Do We Need Collective Teacher Efficacy?	91
NO TESTING WEEK	92
No Testing Week	93
Leadership Efficacy	95
When Do We Build Collective Efficacy?	98
Why Is Collective Efficacy Hard to Build?	100
Collective Efficacy: A Program Logic Model	101
In the End	103
Study Guide Questions	104
7. Evidence: How Will You Evaluate Your Impact?	105
Evidence of Impact	108
Student Engagement Practices	110
ADVISORY GROUPS: HELPING TO CREATE A POSITIVE SCHOOL CLIMATE	112
Instructional Leadership	116
In the End	119
Reflection Tool	121
Study Guide Questions	127
References	129
Index	135