

Effectively creating a school building instructional vision which correlates with the district's mission and vision is important to foster community and learning amongst all stakeholders. In order to create a shared instructional vision, it is essential to create a diversified team of faculty, staff, students, and community members to form a school wide instructional vision. The shared vision must build buy in and embrace an important partnership with the school community, as well as implement best practices with cooperation and collaboration between teacher teams and students.

For the vision to be successful, the building needs data driven responses to teaching and learning to raise awareness to student struggles and successes. A transformative leader must identify both staff and students' strengths, continue to enable and encourage those assets, and be able to build up areas of need. Respected leaders need to identify the connection between new methods and the shared mission and vision, to provide a purpose as to why leaders, staff, and students should put forth their best efforts. In my experience, in order to move forward, the building vision must complement the district mission and be directly tied to all new building initiatives, teaching methods, and must be fully supported by the administrative team.

Effective principals will rely on their core values and beliefs to guide their daily practice. Effective leaders need to understand their core values and use them to communicate effectively with all of their stakeholders. Open communication fosters a learning environment for both students and teachers by providing a foundation built on honesty, trust, compassion, and courageousness. Effective principals need to understand their own core values to communicate effectively with their stakeholders in their schools and communities.

To further comradery around building and district initiatives and support school culture, transformative administrators need to communicate the shared vision. This communication has to be two-way and in multiple forms throughout different aspects of the staff and students' day. For example, in my experience, successful leaders always connect the vision to everyday happenings during faculty meetings, morning announcements, building memos and community newsletters. Seeing the value in every individual and showing the dedication to acknowledge and include all, helps to build a positive school culture. Simply knowing and calling stakeholders by name, making eye contact, treating all questions and concerns as important, and soliciting for feedback are steps toward a positive culture. Effective administrators must be able to listen to feedback, admit mistakes, and communicate successfully with their staff as well as their students. Open lines of communication, both receiving and providing, enable stakeholders to feel connected and empowered in a community school. In my experience, being a part of the community, living in it, and creating personal relationships with neighborhood members provides a basis for building a positive school culture.

Effective leaders are more than just building managers; they hold the title of lead learner as well. Providing foundations for instructional norms and a professional culture are imperative to forward growth in education for all students. Planning learning opportunities for staff allow school administrators to stay connected as well as bring new, evidence-based approaches of learning to teachers and support staff. Effective leaders do not just give it a go and hope it works; they model and communicate their expectations to their staff to ensure ethical behavior from all involved. In my experience, by providing a memo with prospective changes and recent updates to all staff, in conjunction with expressing the traits of a change agent, showing and explicitly telling your staff of your new ideas and asking for feedback, a more dynamic interactive team

willing to try new ideas will develop. Effective leaders must manage a significant amount of daily operations, but they are also in charge of providing new ways of teaching and learning to their faculty. In my experience, I have been able to plan and provide opportunities for teachers and support staff to better understand and use Individualized Education Programs for students with disabilities in their classrooms.

Flexibility also goes hand in hand with being an agent of change. Transformative leaders have to test the limits of best practices, the notion of how it always has been, in order to make productive change some times. In order to provide effective support for risk taking and change, transformative leaders must act with behaviors driven by their own core values and they must share their beliefs about all aspects of education with stakeholders. Developing flexibility and changes in systems requires leaders to identify their priorities. Effective leaders take all necessary steps to ensure the mission and vision are at the forefront of decisions throughout their schools. Remembering and keeping the priority of learning at the forefront of all decisions helps to keep effective leaders on track.

Transformative administrators need to set high expectations of learning, so all students regardless of their differences are able to access information of the world to be successful in the ever-changing society. Providing students with expectations in multiple ways, to ensure each student has an understanding, will guide students' successes. In addition to setting high expectation for learning, transformative leaders need to guarantee curriculum upkeep. One with frequent reviews for updates in technology, theory, and one that evolves with the ever-changing global climate of education. The most agile of curriculums, are those that are rigorously and thoroughly experienced, and tested to reflect that of a changing global society.

Ensuring core values, communication, relationships, prioritization, organization and flexibility are at the forefront of decisions and creating a shared vision; transformative leaders must remember to be human. Effective leaders must be willing to open up to others, to show others who they really are, and use effective communication.