African-American Principals

School Leadership and Success

KOFI LOMOTEY

CONTRIBUTIONS IN AFRO-AMERICAN AND AFRICAN STUDIES, NUMBER 124



GREENWOOD PRESS

New York • Westport, Connecticut • London

Contents

| | Illustrations | ix |
|--------------|--|------|
| | Preface | хi |
| | Acknowledgments | xiii |
| 1. | Introduction | 1 |
| 2. | Previous Research on the Principal's Influence on Academic Achievement | 11 |
| 3. | Framework for the Study | 29 |
| 4. | Methods of the Study | 35 |
| 5. | Profiles of Schools | 57 |
| 6. | How African-American Principals Lead | 73 |
| 7. | Woodson Elementary School | 89 |
| 8. | Collins Elementary School | 101 |
| 9. | Analysis: Comparative Leadership | 119 |
| l O . | Other Leadership Qualities of African-American Principals | 131 |

viii Contents

| 11. | Summary and Implications | 148 |
|-----|--|-----|
| | APPENDIXES | |
| | A. Definitions of Terms | 157 |
| | B. Teacher Questionnaire | 158 |
| | C. Teacher Interview | 163 |
| | D. Comparisons of Findings of Four Instruments | 165 |
| | E. Principal Interview | 166 |
| | F. Consent Form | 168 |
| | G. Kumasi Greater Achievement Program | 169 |
| | H. Principal Personal Data Form | 17: |
| | Index | 17: |