

School Goals, Principals, and Achievement by Jerry D. Bamburg* and Richard L. Andrews, 1991

Bamburg and Andrews made this final summary at the end of their article

We would only add that, in our view, leadership is not determined by one's style. Rather it is a result of the "activities" that one does. Taken together, the Areas of Strategic Interaction represent behaviors which can provide a framework for "doing" instructional leadership.

In conclusion, this study suggests that the goals a school emphasizes do impact academic achievement. It also indicates that the activities that principals engage in are also significantly related to the academic achievement of students. As principals seek to create conditions which will ensure that all students learn, we hope that these findings will confirm the importance of establishing "operative" goals that are driven by a commitment to ensuring academic excellence and that, as principals do so, they engage in activities based upon the Areas of Strategic Interaction that we have described.