

Educational Leadership

February 2009 . Volume 66 . Number 5



How Teachers Learn

8 From Surviving to Thriving

Sonia Nieto

Why and how teachers must continue learning throughout their lifetimes.

14 The Lessons Are in the Leading

Gordon A. Donaldson Jr.

Leaders learn by identifying dilemmas, practicing strategies, and reflecting on results.

20 Moving Beyond Talk

Debra Smith, Bruce Wilson, and Dick Corbett

Six conditions lead to collective actions that bring change.

The Principal's Role in Supporting Learning Communities

Shirley M. Hord and Stephanie A. Hirsh



28 How Nations Invest in Teachers

Ruth Chung Wei, Alethea Andree, and Linda Darling-Hammond

High-achieving countries build professional learning into teachers' workdays.

34 Learning with Blogs and Wikis

Bill Ferriter

Customized learning opportunities abound in the blogosphere.

40 Embarking on Action Research

Catherine M. Brighton

Seven steps for developing a focused exploration of your own practice.



- 46** **Teacher Learning: What Matters?**
Linda Darling-Hammond and Nikole Richardson
A new paradigm—the professional learning community—emerges.
- 56** **Supporting Teacher Learning Teams**
Steve Chappuis, Jan Chappuis, and Rick Stiggins
Ongoing, job-embedded, collaborative learning replaces one-day workshops.
- 62** **High-Leverage Strategies for Principal Leadership**
Richard DuFour and Robert J. Marzano
Working with teams of teachers yields more benefits than does one-on-one observation and evaluation.
- 70** **Come to the Fair!**
Sheila Danaher, John Price, and Paula Kluth
A K-8 school celebrates staff expertise.

Cover illustration by Rafael Lopez

Departments

- Perspectives**
- 7** **All Teachers Can Learn**
Marge Scherer
 Listen online at www.ascd.org/el
- All About Assessment**
- 77** **Unraveling Reliability**
W. James Popham
- The Principal Connection**
- 80** **How Book Groups Bring Change**
Thomas R. Hoerr
- The Learning Leader**
- 85** **Model Teachers**
Douglas B. Reeves
 Listen online at www.ascd.org/el
- What Research Says About...**
- 88** **The Continuum of Teacher Learning**
Tracy Huebner
- 92** **Index to Advertisers**
- 94** **Themes for Educational Leadership 2009–2010**
For guidelines for writing, see www.ascd.org/el.
- 95** **ASCD's Global Vision for the Whole Child**
Gene R. Carter
ASCD helps educators in the Middle East pursue whole child education.
- 96** **EL Online**
Read more articles on this theme online.
- 96** **ASCD Community in Action**



Journal of the Association for Supervision and Curriculum Development

Journal Staff

Margaret M. Scherer
Editor in Chief

Deborah Perkins-Gough
Senior Editor

Amy M. Azzam
Senior Associate Editor

Naomi Thiers
Associate Editor

Teresa K. Preston
Associate Editor

Lucy Robertson
Assistant Editor

Judi Connelly
Senior Graphic Designer

Mike Kalyan
Production Manager

Katy Wogec
Rights and Permissions Manager

Brittany A. Bowen
Advertising Manager



Gene R. Carter
Executive Director

Ron Miletta
Assistant Executive Director
for Program Development

Nancy Modrak
Publisher

Gary Bloom
Art Director

Ronald S. Brandt
Executive Editor Emeritus

Educational Leadership (ISSN 0013-1784) is a benefit of membership in the Association for Supervision and Curriculum Development. Annual membership dues are \$49, Basic; \$89, Select; \$219, Premium; and \$985, Institutional, of which \$39 per member covers a year's subscription to *Educational Leadership*. *Educational Leadership* is published monthly September through May except bimonthly December/January. Periodical postage paid at Alexandria, Virginia, and at additional mailing offices. Return undeliverable Canadian addresses to: 1415 Janette Ave., Windsor, ON N8X 1Z1. Postmaster: Send address changes to Membership Department, *Educational Leadership*, 1703 N. Beauregard St., Alexandria VA 22311-1714.

Educational Leadership is intended primarily for leaders in elementary, middle, and secondary education but is also for anyone interested in curriculum, instruction, supervision, and leadership in schools. ASCD publications present a variety of viewpoints. The views expressed or implied in this publication are not necessarily official positions of the Association. ASCD editorial office and advertising: 703-578-9600; e-mail: edleadership@ascd.org. *Educational Leadership* is a registered trademark of ASCD. Copyright © 2009 by the Association for Supervision and Curriculum Development. All rights reserved. (USPS 168-760). February 2009. Stock No. 109024.